XEROX

Xerox University Microfilms
Ann Arbor, Michigan 48106

WESTERN AMERICANA

A HISTORY

OF THE

Chamber of Commerce

OF

LOS ANGELES, CALIFORNIA

FROM ITS FOUNDATION, SEPTEMBER, 1888
TO THE YEAR 1900

BY
CHARLES DWIGHT WILLARD
SECRETARY OF THE CHAMBER
1891-1897

Press of
KINGSLEY-BARNES & NEUNER COMPANY
Los Angeles, California

HF296
L7W6

Copyright by
CHARLES DWIGHT WILLARD
Los Angeles, California
1899

CONTENTS.

PART I.

CHAPTER I. *The City and the Institution.*

Containing Chart on Membership in Commercial Bodies.

CHAPTER II. *Early Los Angeles.*

CHAPTER III. *The Great Boom.*

Containing Chart No. 1, Real Estate Values.

CHAPTER IV. *The Wave Recedes.*

Containing Chart No. 2, Business of Banks in Los Angeles.

CHAPTER V. *The Founding of the Chamber.*

Containing Chart No. 3, Products of Southern California; and Chart No. 4. Comparison of Population of Chicago and Los Angeles.

CHAPTER VI. *The Chamber Begins Work.*

Containing Chart No. 5, Post-office Receipts in Los Angeles.

CHAPTER VII. *The Permanent Exhibit.*

Containing Chart No. 6, Building in Los Angeles for Ten Years; and Chart No. 7, Building Operations by the Month.

Contents.

CHAPTER VIII. *Practical Management.*

CHAPTER IX. *The Chamber and the Citrus Industry.*
Containing Chart No. 8, Orange Shipments; and Chart No. 9, Building in Seventeen Cities and Los Angeles.

CHAPTER X. *The Contest for a Free Harbor.*
Containing Map of San Pedro Harbor and Diagram of Work.

CHAPTER XI. *Letting the Light Shine.*
Containing Chart No. 10, Annual Clearances in Los Angeles; and Chart No. 11, Clearing Monthly Totals.

CHAPTER XII. *Everybody's Business.*

CHAPTER XIII. *Manufacturing and Oil.*

CHAPTER XIV. *The Personal Element.*

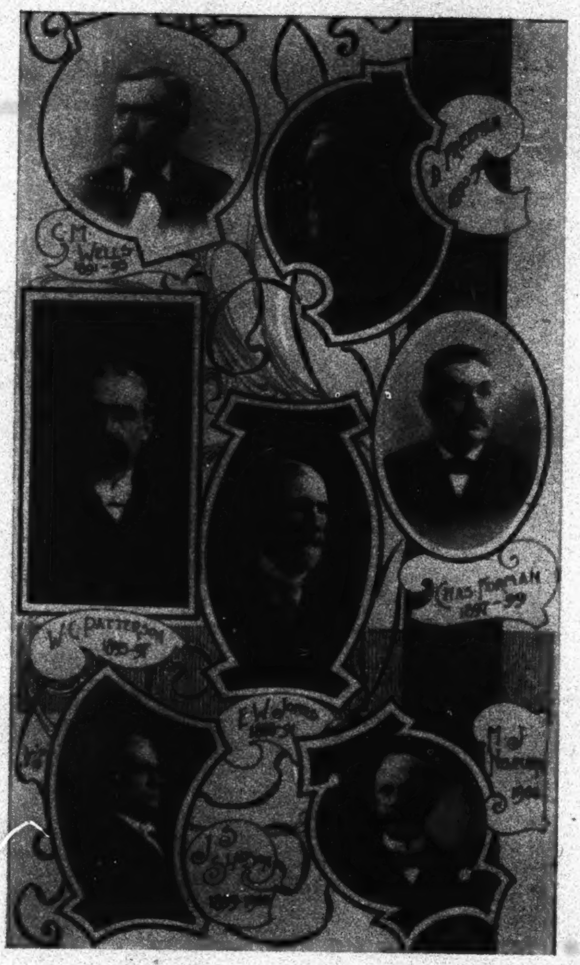
CHAPTER XV. *Future Work for the Chamber.*

List of Members of the Chamber of Commerce, Showing Business or Profession, Address and Time of Joining.

PART II.

Biographies and Industries of Members.

HISTORY
OF THE
LOS ANGELES CHAMBER OF COMMERCE


C.M. Wells
1891-93
Chas. Forman
1897-99
W.C. Patterson
1895-97
E.W. Jones

The Presidents of the Chamber of Commerce.

A HISTORY OF THE LOS ANGELES CHAMBER OF COMMERCE.

CHAPTER I.

The City and the Institution.

THE career of the Chamber of Commerce of Los Angeles, though covering but a brief space of eleven years, contains many unique and interesting elements that are well worth the study, not of the residents of that city alone, but of all who are influenced by the coöperative spirit of public progress. Not only does this Chamber of Commerce differ in general plan and scope from most institutions bearing the same or a similar name in other cities, but the conditions by which it is surrounded are so unlike those to be met elsewhere, that it has been forced into new and unusual lines of effort, in order to work out its own peculiar destiny.

Organizations of business men are to be found in most American cities, and they bear various names, such as Board of Trade, Chamber of Commerce, Merchants Exchange or Association, or Commercial Club. In New York city the principal body of a general character is called the Board of Trade and Transportation. These organizations are as various in purpose as in name; and their titles are not always indicative of their plan of operation. In one city a Board of Trade is a produce exchange, where wheat, oats and pork are bought and sold among the members. In another city it may serve as a merchants protective association, to manage cases of bankruptcy and secure equal rights to creditors. In some cities a Chamber of Commerce is a combination of shippers for mutual benefit and interest; and in other places it is an organization that meets occasionally for a banquet, or to fulminate some resolutions.

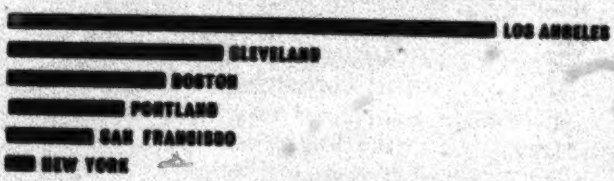
There are also to be found here and there throughout the country, and particularly in active, growing Western towns, societies organized to stimulate local improvement, which flourish under a variety of informal titles. If they exist for the purpose of protecting or advancing some particular interest, they usually bear the name of that interest, as for example Park and Boulevard or Horticultural or Forestry or Harbor associations. One that was active for some years in a California city was called the "Go-Ahead Club." These organizations not infrequently find a field for work in the reformation of local politics on a non-partisan basis; they are then usually known as Citizens Leagues. As a rule, these societies are shortlived, either because the particular objects for which they exist are soon accomplished, or because continued failure discourages those who are engaged in the work.

The Chamber of Commerce of Los Angeles is a business institution that devotes its energies largely to the work of local development. It has no trading features, nor does it concern itself in any way with the individual commercial interests of its members. Neither in its form of organization, nor in the scope of its work, is it absolutely unique, for in various other cities there may be found Chambers of Commerce, Boards of Trade, or Commercial Clubs that labor in the same field; but the Los Angeles Chamber has certain noteworthy characteristics that will distinguish it in some degree from similar organizations.

The first of these lies in its membership, both as to number and as to variety. There are a round thousand of names always on its rolls, reckoning corporations and firms as single memberships. This, in a city of only 120,000 population is a surprisingly large number, and indicates the very general interest that is taken in the Chamber's work. A more striking indication, however, is found in the general representation of all classes, professions, and lines of business which the list of members is found to embrace. Of retailers there are 192 members, covering every department of business, and of wholesalers there are 61. In the professions there are 54 lawyers, 34 doctors, and a fair sprinkling of engineers, ministers, teachers and writers. Manufacturing interests are well represented by 122 memberships, and the horticulturalists number 57. As Los Angeles was once sorely afflicted with a real estate boom, it might be supposed that the realty broker would be largely in evidence in this institution; but, as a matter of fact, he constitutes less than 5 per cent of the total membership. The benign climate of Los Angeles, and its desirability as a place of permanent residence, has induced great numbers of men of advanced years, and established means, to locate homes there, and this element numbers 78 on the Chamber's rolls. Into this division are gathered those whose income is derived from local property holdings, and in particular most of the owners of the large business blocks of the city. A few other subdivisions are worthy of note. There are of printers and publishers (including newspaper managers) 33, of railway men and enterprises 24, bankers 24, and public officials 33.

A second point of distinction in the Los Angeles Chamber is its substantial and permanent character. It has long since passed the stage of experiment, and has demonstrated its usefulness—one may even say its necessity—to such a degree, that nothing except some overwhelming calamity to the city, or atrocious mismanagement within the concern itself, could ever bring about its downfall—and neither of these is likely to come to pass. The prosperity of Los Angeles is founded on the immutable forces of nature, combined with the inevitable needs of mankind; and it will remain, as the sea and the clouds and the mountains remain, and will increase as the nation and the race increases. On the other hand, each year that the Chamber lives and continues its work strengthens its prestige and knits more firmly the ties that attach it to the regard and the gratitude of the section of country for

MEMBERSHIP IN LEADING COMMERCIAL BODY AS COMPARED WITH TOTAL POPULATION.



The Los Angeles chamber contains 990 members in a population of 120,000. The New York chamber has 1250 members to a population of 3,500,000. The city which most nearly approaches Los Angeles is Cleveland which has 1274 members in a population of 400,000.

whose welfare it labors. It gathers without difficulty into its councils the wisest and best men that are obtainable for public service, whose cumulative experience makes the chance of error always less and less.

Certain practical evidences of the Chamber's substantial character may be mentioned. Its regular income is something over a thousand dollars a month, for each member pays dues of a dollar a month, and, on joining, an initiation fee of five dollars. This definite income, which the Chamber has received now regularly for about seven years, is supplemented by very considerable sums raised by subscription whenever any special enterprise is to be carried through. The organization owns about fifteen thousand dollars worth of exhibit paraphernalia and furnishings, and it carries a safety balance of several thousand dollars cash in bank. Its affairs are managed with shrewdness and economy, although its purpose is to spend what money it receives for the advantage of its constituency, rather than to hoard it for a surplus.

A third distinctive feature of the Los Angeles Chamber is the extraordinary variety of its work. This arises partly from the nature of the organization itself, and the wide range of its membership, and partly from the unique character of the city and country, of which it is the representative body. While it is primarily a business organization, it could not maintain its hold over the four or five hundred members that are not in active business pursuits, if it dealt exclusively with commercial issues. In a wider sense all questions that relate to the general welfare of a country are business matters; and it is peculiarly true of Los Angeles and of Southern California, a large part of whose stock in trade, so to speak, is their desirability for residence

and for horticultural purposes—a section which, separated from the rest of the union by a long stretch of half developed country, needs especially to make its virtues known by practical advertisement—it is peculiarly true here that the business prosperity of the individual is absolutely dependent upon the general prosperity and advancement of the country as a whole. And as there is no State, nor portion of a State, in the Union that has the enormous variety of resources and opportunities that are open to the southwestern part of California, where experiment in an almost unlimited field of horticulture, mining, manufacturing, live-stock, commerce and entertainment, has developed success in many hundred lines, so it happens that the work of the Chamber of Commerce must cover a surprisingly wide range, and that its chief perplexity should be not to find employment for its energies, but to choose wisely from the thousand things that need to be done.

It is difficult, indeed, to group the Chamber's work in general terms, but its principal undertakings may be thus summarized—and they are given here not for detailed discussion, which will come later, but as illustrating what has been said of the wide range that is covered:

I. General Business Interests.
  Questions of trade and transportation.
  Inquiry into new commercial opportunities.
II. Legislative Matters.
  Appropriations needed.
  Effects of tariff changes.
  Inquiry into proposed new laws.
III. Publication.
  General descriptive pamphlets.

Collection of statistics.
Pamphlets bearing on specific topics.

IV. Advertising the Country.

Circulation of printed matter.
Advertising in magazines.
Use of special devices.

V. Exhibits and Fairs.

Citrus and agricultural displays in Los Angeles.
The permanent display at the Chamber.
Participation in State and International fairs.

VI. Entertainment.

To Congressional and Legislative committees.
To men of prominence.
Arranging for conventions.

VII. Manufacturing.

Consideration of new opportunities.
Supplying information when desired.

VIII. Development of Commerce.

Work for deep-water harbor.
Work in the interest of the Nicaragua Canal.

IX. Supplying Information about the Country.

Answering letters of inquiry.
Issuing pamphlets on horticultural and other matters.
Supplying material to writers.

X. Local Public Improvements.

Parks, boulevards, forests, etc.

XI. Miscellaneous.

A great variety of work that cannot be classified.

As in the case of individuals, so, often, with organizations, it is not only the things that are done, but also those that are shrewdly left undone, that help to bring success. While the Los Angeles Chamber enters many fields of work, there are nevertheless limits over which it does not pass, and perhaps herein lies one of the chief reasons for its stability. It refuses to be drawn into politics, either local or national, or to touch upon questions that involve political issues. If seeming exceptions occur to this rule, they will be found to present a logical explanation. Thus the Chamber in 1897 assisted in the agitation for a higher tariff on oranges, with the entire consent and approval of nearly all the Democratic members of the organization, who held that the orange was a luxury, and hence a legitimate object for duties. There have been times when city and county politics were somewhat in need of attention, but the Chamber has consistently held off and left all such work to other organizations. It has also avoided, as far as possible, all issues that involved controversy or disagreement among the members. The principle which was laid down by Mr. C. M. Wells, one of its earlier presidents, has been in the main adhered to: "that there are enough matters to consider and to work upon where there is absolute unity of feeling among our people, to render it quite unnecessary that we should enter fields where such unity does not exist." The one notable exception to this rule was the issue of the deep-water harbor location, and in that case the Chamber occupied a judicial position, and refused to take one side or the other until the United States Government had sent a special commission of engineers to consider the matter and that commission had given its verdict. Supposing that decision to be final, the Chamber thereafter upheld the cause of San Pedro, even against the wishes of perhaps one-third of the members, and after many changes and vicissitudes that location was finally chosen. In the list of things that are advantageously left undone may be set down, moreover, all matters of individual and private interest, except in the few cases where the private interest directly involved the general. As it was well put by Dr. Norman Bridge at the banquet of 1898: "The members of the Chamber of Commerce have here a common purpose; and if it has in it a shade of selfishness, it is a selfishness for the whole community, not of individuals; for no man in this organization is permitted to have his own personal axe ground at the expense of the common force."

The Directors' Room.

These are, then, the distinguishing characteristics of the organization whose unusual career we are about to follow, and whose successful work we shall set forth in some detail: 1st, a large and varied membership; 2d, permanency; 3d, extraordinary diversity in its work; 4th, careful limitation of effort. It is not contended that this is the only organization of this sort to be found, nor that others have failed to attain as high a degree of excellence, but merely that the Los Angeles Chamber possesses a number of unique and interesting features, and that its story is well worthy to be recorded in permanent form.

Institutions like this one demonstrate by their very existence the growth of the coöperative spirit among men, and illustrate by their practical workings the advantage to be gained through that principle. A thousand men paying each a dollar a month—a sum so trifling as to be almost unnoticed—gather a fund sufficient to maintain a headquarters for public work, and to employ a few expert hands in that line of effort. Through such an organization important matters of general public interest, which would otherwise pass unnoticed and neglected, may be cared for, and in the result confer incalculable benefit upon the whole community. It is coöperation of a natural, logical order, into which people enter of their own free will, and with a broad unselfish impulse for the general good. That such an impulse should be exercised is of itself an advantage both to the individual and to the community. As the chief value of free institutions in government lies not so much in the actual results attained as in the effect that is wrought upon the character of the citizen, so perhaps the greatest benefit conferred by a well organized and wisely-conducted public institution lies in the example that it sets of coöperation for the general good. Unfortunately the history of these institutions—and especially of such as venture to branch out into various fields of active practical work—is not always of a reassuring character. Too often they fall into the hands of incompetents or of selfish schemers, and weaken or go to ruin. Such failures tend to demoralize the element of public spirit in a community, which might otherwise have flourished and borne fruit. It is well, therefore, in a case like that of the Los Angeles Chamber, where a signal success has been achieved in a long campaign of coöperative work that the facts should be made known, and the details of method explained for the encouragement, and possibly the guidance, of other cities that have been less favored in their public organizations.

CHAPTER II.

Early Los Angeles.

THE modern city of Los Angeles may be said to have entered upon its career in 1888, which was the very year that the Chamber of Commerce was founded. Immediately prior to that time was a period of three or four years of industrial and commercial anarchy, which is now by common usage denominated "The Boom"; and back of that lies the ancient Los Angeles, with material and social characteristics so radically different from those of the existing city that it is not possible to discover, without some careful analysis, how the present came to be generated out of the past.

The ancient city began with its foundation by the Spaniards, September 4, 1781, and came to an end, let us say, when the last spike was driven in the Cajon Pass, of the road which was to give a direct and a competing railway connection with the East. This was on November 9, 1885. The division may be in some respects arbitrary, but it is convenient, and, in the main, logical. At the latter date the city had about 13,000 population. It has now 120,000—nearly ten times as many. It may be estimated safely enough that in the fifteen years that have elapsed since the "Boom" began, half of the original 13,000 have either died or moved away; which brings us to the conclusion that, of the people that constitute the modern city not more than five per cent were residents of the original earlier Los Angeles. What is true of the people is largely true also of the brick, stone and wooden elements of the city. Anticipation of the new era brought about the construction in the early eighties of a few small business buildings south of First street, except for which it may be said that the commercial life of the city stopped at that thoroughfare. Beyond Tenth street, residences were to be found only in straggling lines or in occasional patches. The great area of ten square miles on the south and west, now occupied by homes that almost touch shoulders, was then farm and orchard. Thus it will be seen that modern Los Angeles contains but a small element that is carried over from the city before the "Boom."

Court House Site as it was in 1884.

Historically speaking, Los Angeles is one of the ancient cities of the country; but it is, after all, only the name that is old. The great body of the city—the people and the material development by which they are surrounded—is new and most intensely modern. And in the transit from the old to the new, there has occurred a change in the industrial and commercial conditions, and even in the business characteristics of its people, that makes the contrast more striking.

On the other hand, it must be remembered that the later city is merely the successor of the earlier one, and has developed naturally and logically out of the opportunities which the location and the climate afforded, when to these were added the element with which this volume has particularly to deal: public enterprise.

The original father of Los Angeles—the Spaniard—is a natural colonizer. His intense devotion to the doctrines of the Roman Catholic Church invests him with a desire to transmit its teachings to others, and his amiableness and adaptability—characteristics which are well understood by residents of the Pacific Coast, but which Eastern people, who know the Spaniard only through the late war, fail to appreciate—make it possible for him to live in amity with strange peoples. He is, however, not the best business man in the world, and the troubles in which he has frequently become involved with his colonies, have largely arisen out of his deficiencies as a manager.

Like most of the early cities of the Coast, Los Angeles owes its origin to the proselyting enthusiasm of the Spanish priesthood. The Mission of San Gabriel had been in existence ten years, and it had gathered several thousand Indians under its guardianship, when it was proposed to establish a pueblo in that vicinity in order that a temporal development might proceed together with the spiritual. Had there been no Mission at San Gabriel to hold the savages in check by the force of a religious awe, and to lead them to industrial pursuits, there would probably have been no founding of a city on the lands above the Los Angeles river — at least not until some date half a century later. The name of the pueblo, "Nuestra Señora la Reina de Los Angeles", which this hurry-up era has shortened to Los Angeles, was bestowed August 2d by Governor Portola, in honor of the feast of the Virgin Mary which falls upon that date. The actual founding was effected by Governor Felipe de Neve, September 4, 1781, with an expedition of eleven families — forty-four individuals — who were sent to lay out the pueblo and to constitute its first inhabitants. It was arranged in accordance with the plan uniformly employed by Latin nations, transmitted from the days of the Roman presidium. A plaza, or central square, was laid out, measuring 100 varas, or

Looking South from Court House Hill in 1878.

275 feet, and around it was grouped the homes of the settlers and such public structures, beginning with the church, as they might presently find time to construct. Back of the residences lay the tillable land, and beyond that the pastures.

The original plaza was situated somewhat to the north and west of the little park that now bears the name, and the beginnings of the city were around the present junctions of Marchessault, Upper Main and Buena Vista streets. The settlers seem to have been well selected for thrift and energy, for in a short time they had provided themselves with substantial residences of adobe with brea roofs, and their farms were growing the grains and vegetables that were needed, while their flocks of cattle, of which they had secured the neucleus from the Mission, covered the surrounding country. These animals increased so rapidly that it presently became necessary to erect a strong adobe wall around the city. The population, however, had but slow growth. In 1800 it numbered but 315 people, and in the ten years that followed increased but fifty. When Richard Henry Dana, author of "Two Years Before the Mast", visited this country, there were said to be 1000 people in Los Angeles, which included a large percentage — more than half — of Indians. This was in 1832. Fifteen years later, when Don Andreas Pico capitulated to Fremont at the Cahuenga Ranch house, there were possibly 1500 people in Los Angeles. After that the increase was steady and constant, the census of 1860 showing 3700; that of 1870, 5728, and that of 1880, 11,090.

Up to the time of the American occupation, California was distinctly a pastoral country, its one great article of export being hides, to which may be added, as minor elements, tallow and wool. Even after gold was discovered in the northern part of the State, and the mining development began, the southern section was still the "cow counties", and it continued to hold that alliterative title until fruit culture commenced on a considerable scale in the early eighties. Up to 1870 irrigation was practiced but little, and then not in combination with the cultivating of the soil that is necessary to make it effective. There were no reservoirs and few artesian wells, so the farmer was entirely at the mercy of the dry season, when it came upon him. Very little general farming was attempted, and poultry and eggs, and even butter and cheese, were articles of import. Newcomers to the country, noting the luxuriance of native growths, expressed their confidence in the agricultural possibilities of the soil; but they were emphatically rebuked by those who had "seen dry seasons." Experiments were occasionally made, however, and favorable results secured; but these were, for the most part, sporadic; and it was many years before the product in any horticultural or agricultural line attained commercial proportions.

Shortly after the discovery of gold in the northern part of the State, a limited amount of mining development began in the southern counties, and the business of outfitting formed some element in the industry of Los Angeles. As the cattle increased in number and spread through the interior valleys, occasional settlements sprang up, and their trade was transacted through Los Angeles. The connecting link between this city and the outside world was the port—or rather the roadstead—of San Pedro. But few people came overland by a Southern route. Passengers from the East came by the way either of the Isthmus or of

San Francisco. In either case they must pass through San Pedro. All freight came through that port. By the year 1869, the business between Los Angeles and the ocean front had grown to such proportions, that a railway (the present Southern Pacific branch) was constructed to San Pedro. It was the first track to be laid in Los Angeles county, or, for that matter, in Southern California. Six years later, a line was built to

An Aboriginal Type.

Santa Monica to secure competition in the carrying trade to the ocean. Both of these lines, however, finally passed into the possession of the Southern Pacific.

Railway connection between Los Angeles and San Francisco—and thence with the East—was established in 1876, by the construction of the Southern Pacific line through the San Joaquin Valley and over the Tehachapi mountains. A subsidy of $750,000 was raised to assist the road, on the understanding that Los Angeles was to be the Southwestern terminus of a new route to the East—the route that now goes by the name of the "Sunset." A great deal of difficulty was experienced—as the reader will readily suppose—in raising so large a sum; but the people of Los Angeles were convinced that if the railroad left them out on its way to the East, it would mean the virtual extinction of their city. On the other hand they expected great things of the transcontinental railway connection, when it should be established. The railway would bring tens of thousands of settlers from the East who would develop the country. Ideas were a little vague, as yet, regarding what line that development was to take, but there was sufficient confidence in the future among the people already located in Los Angeles, to occasion a considerable rise in the value of real estate and the beginning of a number of new enterprises.

But the expected change in the fortunes of the city failed to come suddenly to pass. The Southern Pacific fulfilled its part of the understanding, and finished the Sunset Route through to New Orleans, but the expected flood of immigrants did not appear. The reasons are now sufficiently evident; the cost of travel was high, and the transportation of household goods very expensive; California was known to Eastern people chiefly through the representations of the returned 49ers, and to them it was a far-distant country, with a thousand hardships to balance against few chances of gain. It produced gold, but what else? Of the Southern section of the State practically nothing was known. The 49ers had never been there; which showed that it did not even produce gold. Its agriculture was an experiment, whose results had no place in commerce. On such a showing as this very little immigration was to be expected; and a great deal was needed to make any impression on the wide expanse of unoccupied territory.

San Gabriel Mission.

In the decade from 1870 to 1880, during which the first railway connection was established, the population of Los Angeles doubled, and that of the surrounding country acheived a similar increase. This was a fair advancement, perhaps, but by no means up to what had been prophesied; and there followed a period of depression and discouragement that was but little relieved when the news came, and was at last verified, that the Santa Fé was pushing its way through to the Western coast. If the first railroad had failed to bring the people, was the second likely to accomplish it?

There are many instances in history where the publication of a book has exercised a profound influence on the destiny of a nation. A volume published by Harper Brothers early in the seventies had a more far-reaching effect on the fortunes of Southern California than anything that has ever been put into print, either before or since that time. This was the work of Charles Nordhoff, a New York newspaper correspondent and magazine writer, on the subject of California, which dealt more particularly with the Southern section of the State. It was a handsome, well written and well illustrated book, and it had wide circulation all over the United States and England and Canada. Mr. Nordhoff spent some time in making a thorough study of the State, and became profoundly convinced that a great future lay before the Southern counties on account of their matchless climate. He was the first, indeed, to present to the people of the East, in convenient book form, the amazing fact that there existed on American soil within easy reaching distance, a climate that was quite as enjoyable through the winter, and as efficacious for the relief of disease, as any to be found across the Atlantic; and, furthermore, that the country where this existed was admirably adapted to the profitable growing of all sorts of semi-tropic fruits, to the making of wine, and to general farming. All these things were convincingly presented in Mr. Nordhoff's book, which has brought directly and indirectly almost as many people to this country as all that has been written since—for the thousands that originally came in consequence of that volume brought thousands of others, and they again in turn many more.

Such was the condition of affairs when the first epoch in the history of Los Angeles drew toward its close. The ancient Spanish adobe-walled town had become an American frontier city. It was the metropolis of a section of splendid promise, but with as yet undeveloped and uncomprehended resources. Its railway connection with the East had been established, but with no commercial revolution ensuing. Eastern people scarcely knew of the existence of this section, and of its peculiar climate; but the book had been written, and was coming into general circulation, that was to enlighten them. A second railroad was on its way, which was to bring war and reduced rates that would open the door suddenly to a hundred thousand people; and out of this extraordinary combination of circumstances came the great "Boom."

Early California Life.

CHAPTER III.

The Great Boom.

THE sudden and extraordinary increase in the population of Los Angeles and Southern California, on which was founded the wild inflation of real estate values popularly known as the "Boom," began with the completion of the Santa Fé route from Chicago to Colton and San Diego, and the war of passenger rates that followed almost immediately; and it ended with the refusal of the Los Angeles banks to loan money on property outside the business center of the city, an event which occurred just about the time the railroads ceased their fight. The first date may be fixed in November of 1885, and the second about two years later.

An epoch of this sort cannot, of course, be rigidly defined within time limits. A considerable immigration had taken place during the years 1883 and 1884, owing partly to the healthy stimulus given to business by the construction of the Sunset route, and partly in anticipation of the good times that the second railway would bring. If we take November, 1885, as the date for the beginning, it is merely for the reason that the chief cause of the phenomenon occurred at that time, in the driving of the last spike in the Cajon pass, and the formal opening of the new road. No such specific event marks the close of the era. During the summer of 1887, when the real estate transfers, which were normally under a million dollars a month, went up to over ten millions a month, the conservative tendency among the banks, and particularly among those controlled or influenced by Mr. I. W. Hellman, one of the ablest financiers of the Pacific Coast, grew steadily stronger, until at last it culminated in a positive refusal to accept land as security for loans unless it was located in the very heart of Los Angeles, and then only on the basis of its ancient and established value. The influence of this policy on speculative trading was instant and effective. It was as though the banks had said, "Come, let us have no more of this nonsense." There was, however, a considerable amount of genuine business, largely the outgrowth and completion of boom undertakings, that continued for some time; and even as late as the fall of 1888 we find the monthly real estate transfers hovering about the three million dollar mark, which is thrice what they have averaged since then, with a much greater population. The year 1888, however, may be better characterized as the beginning of the new era of solid improvement than the closing of the strange folly of the "Boom."

There is not to be found in the industrial history of the whole nation a more remarkable example of sudden and permanent growth in population and advance in material development than occurred in Los Angeles and the surrouding country through the years 1885–8. The excesses that were committed, while they form the most unique and striking part of every narrative of the "Boom" since published, were not greater than might reasonably be expected, and they were mere side issues of the great fact that in an incredibly short space of time a small frontier town was transformed into a flourishing modern city. It is true that these side issues were all in all to many individuals. When the affair was over, the pathway by which the city had risen to greater things was strewn with wreckage, much of which was the more pitiful in that it was totally unnecessary for the end that was to be achieved. In all the statistics that we have of this period, showing the phenomenal increase of bank deposits, of building operations, and of freight shipped in and out, there is nowhere to be found a record of the ruined fortunes, blasted hopes and broken hearts of those who went down in the mad rush for gain. The disasters were none the less sorrowful that they were generally of small magnitude. But the wave of individual distress that followed in the wake of the great "Boom" is no more to be charged against the city itself, than the overthrow of some unfortunate speculator in the wheat-pit at Chicago is to be laid at the door of the industrious farmer of the Missouri Valley.

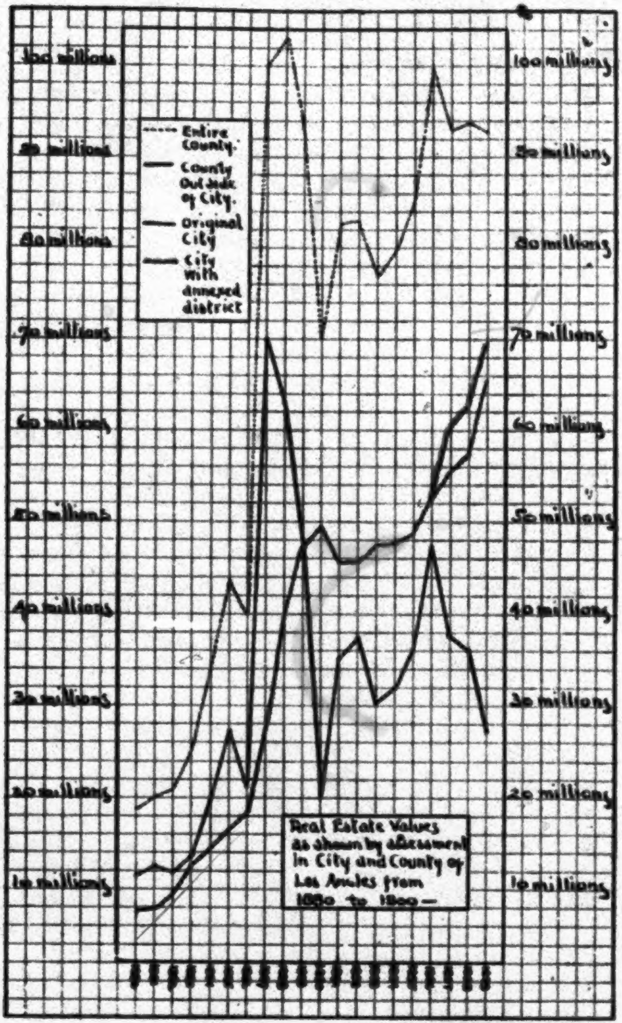
How great the increase of population was during this period it is not possible to know with exactness, as no census was taken by the city in the decade between the national enumerations. The census of 1880 gave Los Angeles 11,090 people, and the southern counties 64,371. The census of 1890 made the corresponding totals 50,395 and 201,352. There is no doubt that during the years 1888 and 1889 a considerable exodus took place to Washington, Oregon, San Francisco, and even back to the East. Estimates made in 1888, when the "Boom" was at its height, based on the registration of voters, on the enumeration of school children, and on the directory totals, put the population of Los Angeles at 80,000 and that of Southern California at 250,000. These figures are important now, merely as explaining the sudden increase in the value of property and the daring enterprises that were attempted. In 1880 there were 4,000 school children in Los Angeles; in 1885, at the beginning of the "Boom," there were 8,000. After that the figures ran: 1886, 8,700; 1887, 10,900; and 1888, 14,500. The fact that a large percentage of the adventurous newcomers were young people without children or the heads of families who had left their children at home, makes the post-office and express figures better factors in the calculation of increase. The number of letters received in the Los Angeles post-office during this period ran as follows: 1883, 19,000; 1884, 37,000; 1885, 48,000; 1886, 77,000; 1887, 128,000; 1888, 265,000. In the Wells, Fargo & Co.'s Express the figures ran, in pounds of freight: 1885, one million; 1886, three million; 1887, five million; in 1888, six and a half million.

Besides those who came to settle—that is to say with the intention of settling, for not all of them remained—the visitors who drifted into Southern California from curiosity or for the purpose of spending the winter in its warm climate, must be included in the calculation. As far as their effect on the inflation of realty values went, they were much the same as permanent residents, for they filled the hotels and boarding-houses, thus contributing to the sudden prosperity of the country, and few of them could resist a temptation to speculate in the property which was so rapidly changing hands with an advance in each transaction. It was for this uncertain and fleeting class, which through the years immediately following the "Boom" shunned the country almost entirely, that huge hotels were built in out-of-the-way sites all over Southern California, great, unwieldly structures that still remain as monuments to a departed folly.

It is within the bounds of reason to estimate that during the period from 1885 to 1888 200,000 new people came to Los Angeles and spent some time there. Of these not one-fourth became permanent residents of the city, although a much larger fraction than that finally took up their abode in Southern California.

But the great inflation of property value was not caused by the mere physical presence of these people and the knowledge that they must have homes, and that they must, in their efforts to secure a livelihood, participate in the development of the country. Great speculative movements of all sorts, while they may owe their first inception to tangible facts, are in the end impelled by the force of a confidence that "doth make the meat it feeds on." The exact opposite of panics, they are nevertheless generated out of the same characteristic of human nature; the one representing the lowest depth of the wave as the other does its crest. "There is no sentiment in business," says the practical man of affairs, and then he opens his paper and shudders to discover a big failure in New York, 3000 miles away. The firm that has gone down owes him nothing; but he understands how the sentiment of fear affects the human mind, and he contributes, in a measure, through his own uneasiness to the result that he dreads may occur. And the process is the same, though the conditions are reversed, in a great speculation. Confidence begets confidence, enthusiasm compounds on itself, until that which began in logic and good business sense ends in absurdity and disaster.

The first advance in the value of property in and about Los Angeles was due to the fact that a stream of immigrants was pouring into the country from the East, many of whom wished to purchase sites for



Real Estate Values as shown by assessment in City and County of Los Angeles from 1880 to 1900—

EXPLANATION OF CHART NO. 1

The diagram presented on the opposite page shows the movement of real estate values in Los Angeles city and county during the past twenty years, particularly at the time of the "Boom."

The first line represents the whole county, including the city. It begins in 1880 at something over 18 million, and rises gradually to 43 million in 1885. In 1887 came the "Boom", when it jumped from 40 million to to 100 million, and in 1883 to 103 million. Then it fell back to 70 million in 1890, and since then has advanced pretty steadily until now it is 93 million.

The lowest line is that of the city, which begins in 1880 at 7 million and attains to 18 million in 1886. Its rise during the "Boom" is not so violent as that of the whole county, and it continues after the top line has begun to come down. At the end of the "Boom" there is no recoil worthy of note, and from that time to the present the advance has been slow but steady. The double lines at the end are for the original city and the annexed district.

The central line, or the one that begins in 1880 midway between the other two, is the county outside of the city; that is the country district of the county, and its course, especially at the time of the "Boom", demonstrates that the follies of that period related almost exclusively to farming lands and town sites. Note its violent rise in 1887, as contrasted with the rise of the city, and note also that on the recoil it falls far below the city, and to a point even with that from which it began its rise. A small part of this recoil is due to the cutting off of Orange county with its nine millions of value. The reductions of the last three years are due partly to the absorption of a part of the county by the city, and partly to the dry season of 1897-98, which caused the assessors to cut down country valuations to help out grain farmers who had failed of a crop.

The diagram is based on the figures of the assessor's office, and while they are considerably below the total values, they are reliable as to comparative values.

homes or acre property for horticulture. The price of real estate had been disproportionately low. The best property on Spring street was valued at $300 per front foot. The best residence property was valued at $2000 a fifty-foot lot, and an excellent site for a home in a district easily accessible to horse car lines could be had for $400. Land for grazing purposes was valued at from $2.50 to $10.00 per acre, and grain land, near the railroad, at $25.00. Good horticultural land, with water, was worth $50 to $100, except in the few sections like Riverside, Pomona, Anaheim, or Pasadena, where semi-tropic horticulture was an assured fact, and where prices were asked that the knowing ones sneered at. When the new-comers began to arrive in hundreds, land values advanced somewhat; when they came by thousands the advance was steady and in reasonable proportion; but when in the years 1886 and 1887 strangers began to pour into the country in tens of thousands, by every available route, all standards of measurement and comparison were flung away, a wild enthusiasm and a panic of speculation broke over the country, and for a brief period the most reckless excesses were committed. The argument on which these later operations were based, in so far as they can be made amenable to any kind of logic, was that this sudden and vast inundation of Eastern people into Southern California meant that the whole nation had been wakened, as if by a miracle, to a complete understanding of the splendid opportunity and magical charm of the semi-tropic climate. There were over 60,000,000 people in the Eastern States to draw from, not to mention the inhabitants of European countries that suffered from undesirable climates. Ten acres of orange land would readily support a family in ease and comfort (profits, $1000 an acre!), and the 10,000,000 acres of Southern California could thus take care of 5,000,000 people, with perhaps another 5,000,000 in the cities, the latter containing, besides the manufacturing and trading element, the people of means who had retired from business, and had come to enjoy life in an equable climate. It is easy to smile at this extravagance now; but at a time when for months and months great waves of immigration swept into the country, each larger than those that preceded it, one found it hard to resist the belief that some new, mysterious agency was at work, and that a magnificent development of the country was at hand. After all, the climate was wonderful, and the soil could support a great population; so why should not these predictions come true? And the man who came to scoff, remained to speculate.

The growth of the fever is best shown by the increase in the volume of real estate transfers in Los Angeles county. In January of 1886, these aggregated over $1,000,000; in May of that year, $2,000,000, July, $2,900,000. By November they had reached $4,500,000, and the great "Boom" was well under way. The year 1887 led off with $5,000,000 in January, which by May had risen to $8,000,000. Then came the three great months of June, July and August, each running over $10,000,000. High water mark was touched in July, in which the record shows a total of $11,930,354. From that they begin to shade off gradually, and by December they aggregate only $5,500,000. A revival occurs early in 1888, and February shows a total of $7,500,000. Then it goes down gradually with $4,700,000 in July, and $3,400,000 in November of that year. At the present time, with a population of twice as

A Semi-Tropic Home.

great and a volume of legitimate export business (on which values in farm lands may be based and transactions effected) undoubtedly ten times as great, the average of real estate transfers aggregates only about $1,000,000 a month. Great as the volume of transfers was, however, it was only a partial index of the amount of speculation in land that actually took place, for a vast deal of granting of options and bonding of property for purchase never went on record.

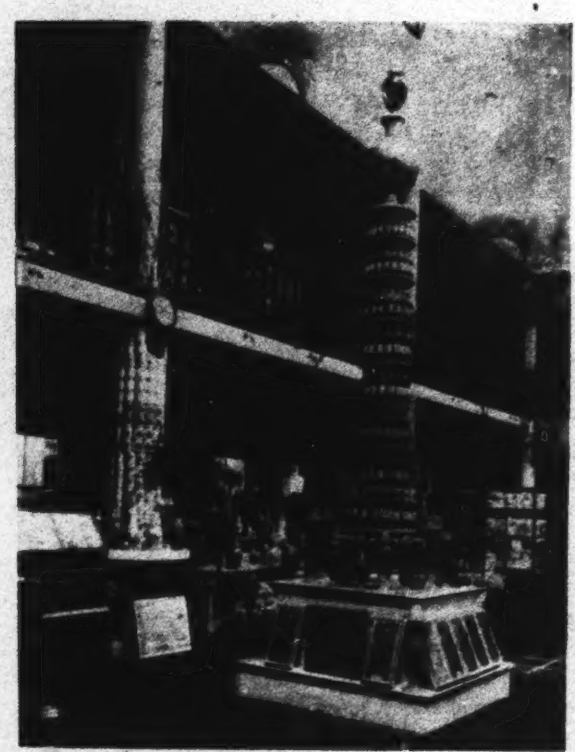
In discussing the "Boom", it is customary to dwell principally upon the absurdities that were perpetrated — the sale of lots in impossible townsites, the construction of brick blocks in the midst of acre property, etc.— for these are the most picturesque and entertaining features of the affair; but they have, after all, no practical bearing on the subject we are to consider, to-wit, the commercial development of Los Angeles and Southern California, and the part played therein by the chief commercial body of the section. The important facts with reference to this peculiar epoch and those which bear with weight upon the events that followed were that it attracted great numbers of people to the country, many of whom became actual settlers; that it brought a large amount of capital into the section; that the new people and the new capital caused the work of development to begin with great energy; that the country was advertised far and wide through its floods of visitors; and last, and perhaps most important of all, that the older residents as well as the new were fired with a hope and a confidence in their section of the State that was a splendid augury of future advancement.

CHAPTER IV.

The Wave Recedes.

WITH the close of the folly of the "Boom", and the return of the people to sober business principles, began the present era in the commercial history of Los Angeles, a period of substantial growth and prosperity that is almost without a parallel in American cities. If we consider, for purposes of comparison, the twenty years from 1880 to 1900, we find an increase in the population of Los Angeles of over 1000 per cent, and in the assessment of its property of 900 per cent. More remarkable percentages of growth than these may be quoted, perhaps (especially in the case of mining towns), but they are where the original figures are very small; thus a town of 50 people may grow in one year to a city of 3000, which is a gain of 6000 per cent; but this is not a comparison on equal lines. Los Angeles had 11,000 people in 1880, and was an old, established city, with a definite purpose in life, so to speak; and its growth since that time has been of a permanent character, and barring the one sudden spurt of 1885–87, coming in even progression. Perhaps the nearest parallel is to be found in Chicago, which is confessedly the most remarkable example of rapid advance in population and improvement to be found in the world, which increased in the twenty years, 1840–60, from 4470 to 109,260.

The Chamber of Commerce was founded just at the commencement of this new era, in the fall of 1888, and its work and influence have extended through the entire period since that time. It is not contended that the wonderful advance made by the city in the past twelve years is due distinctively to the efforts of this body; for a thousand factors must be recognized as contributing causes to the general result. Most elemental of these was the direct advantage which the city enjoyed in its location, as to climate, and the means of supporting an increased population. Primarily, men do not make cities; they are ordained by Providence. But just as not all men to whom the Master gives the talent use it to the same advantage, one squandering it and another burying it in a napkin; so not all cities find the same opportunity in the locations that fall to their lot, and one advances while another, perhaps intrinsically the more favored, stands still or falls back. The second great factor then is the character of the people of the city, whether they are prudent, industrious, enterprising and public-spirited, or possess qualities the reverse of these. There may be individuals—and always are in every community—who are foolish, or lazy, or selfish, but theirs must not be the active controlling influence, if any advance is to be achieved. Now these impulses of the people which tend toward the betterment of material things crystallize in various forms, of which a commercial body is one. It is in itself, therefore, rather an effect of enterprise than its cause—in the same way that an enlightened and progressive newspaper is in the long run a reflection of the enlightenment and progressiveness of the community where it is published, rather than a deliberate *tour de force* on the part of the editor. The Chamber of Commerce, containing in its membership the great majority of the active thinking men of Los Angeles, and accepted by them as the agency through



A View in Exhibit Hall.

which their plans for the general good might be worked out, constituted, in a way, the individual character of the city, and in that sense it was largely responsible for the development that now came to pass.

The situation in which Los Angeles found itself at the close of the "Boom" (the word is used not by choice but from necessity) was one that contained good and bad elements thrown together in painful confusion, with perhaps the bad rather in the ascendency. Those who had the calmness and the wisdom to take a long range view of affairs understood that the difficulties under which the city and surrounding section labored were of a temporary character, and that in the end the intrinsic merit of the climate and location could not fail to bring prosperity to the people. There were many thousands, however, who failed to look at that side of the situation, and such of them as were able to do so left the country; those who could not leave assisted the general demoralization by constant complaint and by open forebodings of further disaster. During the years 1888 and 1889 the population of the city fell off at the rate of nearly 1000 a month, touching bottom just at the time the national census was taken in the spring of 1890.

Naturally the reduction in the number of people in Los Angeles, which was accompanied by a corresponding reduction all through Southern California, had some effect on trade and the general industries of the city. There was a considerable decline in the volume of business. Many houses were left vacant, and the railways ran empty cars. Strange to say, however, none of the great disasters which are generally regarded as the inevitable sequence of such a career of folly came to pass. For a space of thirty months money and people had been pouring into Los Angeles at an astounding rate, with a sudden inflation of real estate values, a great expansion of trade, and an undertaking of all sorts of new enterprises. Now the people were fleeing, the money was being withdrawn, and the objects for which the new enterprises were entered upon seemed about to disappear. Swift as the rise had been, the descent was even more rapid, although it must be noted that the loss was but a fraction of the original gain.

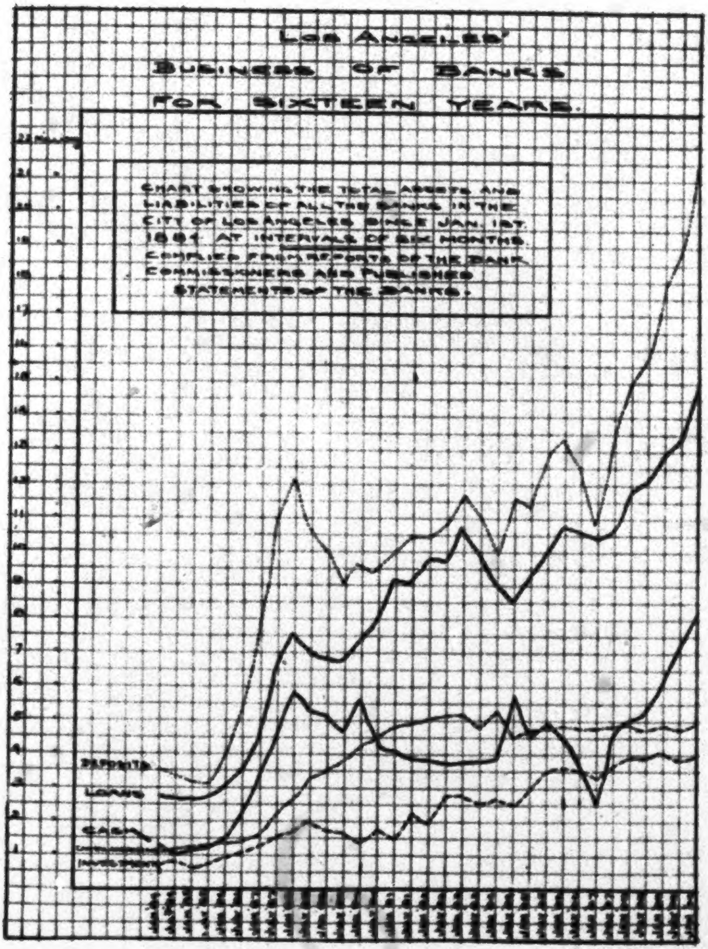
It was a critical moment in the history of Los Angeles. Whateyer might have been the ultimate outcome, certainly its prosperity for the succeeding ten

Club Room, Chamber of Commerce.

years hung that moment in the balance. As it was the banks that stopped the folly of the "Boom" when it was at its height, so now it was those same institutions that stood between the people and the consequences of their madness.

When the period of inflation began, the banks of the city held (July, '85) three and a half million dollars, of which two and a half was loaned out, and one and three-quarter millions was carried in cash. With the coming of the "Boom" great quantities of money were poured into their coffers, and the deposits rose to five and a half millions in July of '86, eight millions January, '87, and high water mark was touched near the end of that year with twelve and a half millions on deposit. The loans rose with the deposits, as would naturally occur, but with a steadily increasing margin of safety. Whereas, in July, 1885, the loans had constituted 80 per cent of the deposits, in January, 1886, they constituted 75 per cent, in July, 1886, 64 per cent, and in January, 1887, 62½ per cent. As the "Boom" grew in fury, more and more care was exercised in the scrutiny of every piece of real estate, and every local stock or bond that was offered as collateral, and the lines were drawn tighter and tighter, especially on property located outside of the city. The latter was held strictly at its ancient farm value, with practically no consideration for the development of towns that was going on all about it. The conservatism which ruled the banks in this regard shows most plainly in the very moderate increase in their investments through this period. Banks acquire property either through actual purchase, for purposes of use or investment, or through foreclosure. Now, no bank loans money on property with a deliberate purpose of taking the property. When a bank is compelled to foreclose, it indicates, to some extent, a mistake of judgment in loaning. There can be no better evidence of the calm wisdom displayed by the bankers of Los Angeles, through the whole of this period, than appears in the trifling increase in the amount of property that these institutions held. In July of 1885, it is one and a half million or 43 per cent of deposits. In January, 1888, it is three and a half million (a total gain of two million), which was but 28 per cent of the deposits. This demonstrates two important points: that the banks loaned no money on doubtful property, and that they were guilty of no speculation on their own hook. During this same period, morever, the paid-up capital and the reserve funds of the banks had more than doubled.

When the bubble burst, and thousands of people who had thought themselves rich in the possession of townsite lots and countless shares of stock in land and water companies suddenly discovered that they owed more than they could pay, all the conditions, save one, were in line for a grand panic, a run on the banks, and a general financial collapse. The one thing that was against such a programme was the solid condition of the banks themselves. They met the shock without a quiver. Although in eighteen months their deposits fell off three million dollars or 25 per cent, their loans, which had been held down to a safe margin, were diminished only about half a million, and the current of general business was but little disturbed. During those same eighteen months the capital and reserve increased considerably over a million. Perhaps no better example is to be found in the financial history of the country, of the value to a community of rightly


LOS ANGELES'
BUSINESS OF BANKS
FOR SIXTEEN YEARS.
CHART SHOWING THE TOTAL ASSETS AND
LIABILITIES OF ALL THE BANKS IN THE
CITY OF LOS ANGELES SINCE JAN. 1ST,
1881 AT INTERVALS OF SIX MONTHS.
COMPILED FROM REPORTS OF THE BANK
COMMISSIONERS AND PUBLISHED
STATEMENTS OF THE BANKS.
DEPOSITS
LOANS
CASH
INVESTMENT
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1

EXPLANATION OF CHART NO. 2.

This chart, which was originally designed by F. W. Wood of the Los Angeles Railway Company, shows the condition of the banks of Los Angeles, both commercial and savings, during the entire period since January 1st, 1884.

The upper line is the deposits, a rise of each square meaning a gain of half a million dollars. The intervals of lines designated by the squares from left to right are each six months. Beginning in 1884 with deposits of $3,500,000, there is a slight falling off to July of 1885, when the great "Boom" commences. In two years and a half the deposits have jumped to $12,200,000, and with the decline of the "Boom" have fallen off to $9,100,000. During the crisis of 1894 there was some falling off, and again during the election of 1896, but it was not serious in either case.

Beginning with January of 1897, there has been a rapid and uninterrupted advance, until the total has now reached the surprising figure of $21,486,000.

The second line, which is that of the loans, parallels the deposits, but at a safe margin, particularly during the time of the "Boom." The reader is referred to the chapter that deals with the "Boom" for some deductions upon that point. The charge is sometimes made by thoughtless persons that much of the stringency of 1896 was caused by the banks themselves. An inspection of this chart shows how far that was from the truth in Los Angeles, at least. Although the deposits, over which the banks had no control, fell off over $2,500,000 as the election drew near, the volume of loans was scarcely diminished at all, showing that the banks strained every nerve to avoid interfering with the regular course of business.

The next line—that of cash—parallels, for the most part, the deposits and loans. The effect of the panic of 1894 shows in the sudden increase in the volume of cash, but the decrease, under similar conditions in 1896–7, was due to the refusal of the banks to call in their loans.

One of the most important lessons conveyed in this chart is in the line of investments, which shows practically no increase during the "Boom", at a time when almost everybody was speculating in real estate, and which at no time shows an advance proportionate to the increase of deposits. The line of capital and reserve (or undivided profits) is also an interesting one, for it shows an almost steady increase with but one slight fluctuation.

This diagram, which is based on the official reports of Bank examiners, clearing-house statements, and figures obtained direct from the books of the various banks, is a graphic demonstration both of the healthy condition of business in Los Angeles, and of the intelligent and conservative policy that has always been pursued by its financial institutions. The city has passed through several severe and dangerous crises; but in each one the banks as a whole have been true to their trust, and disaster has been successfully averted.

managed banking institutions, and of the profound necessity that their affairs should be controlled with honesty and conservatism.

But while the grand *debacle* that was to have been expected at the close of such a mad time failed to occur, the situation was nevertheless bad enough. No banking concerns went under, but a number of individuals who had ranked as "financiers" and were supposed to be "worth millions" failed to meet their obligations, and presently dropped out of sight. None of the larger commercial houses succumbed, but small restaurants and badly located hotels were closed, and many daring enterprises came to a sudden halt. Some of these were resumed later, but others suffered complete abandonment. The worse phase of the situation, however, was not on its concrete side. As the "Boom" had arisen not so much out of the actual advance made by the country in production and population as by the sudden elation that had come into the minds of the people, so now, as the wave receded, the greatest danger did not lie in the veritable loss of inhabitants and the diminution of combined effort, so much as in the discouragement and apathy of those that remained. The close resemblance of the man to the child never shows stronger than at times like this. Not the tiniest pupil in the kindergarten is in more need of encouragement and coaxing to begin his work, than is the mature man of business when his affairs are leading in the direction of ruin. Individually, so to speak, he may be calm enough, but collectively he gives way to despair. A panic has been amusingly but truthfully characterized as a national fit of hysterics.

Now here was a time in the history of Los Angeles when some powerful and effective agency was needed to come forward and convince the people, not at a distance but at home, that every reasonable claim which had ever been advanced for the future development and prosperity of Southern California was true, and would in time be fulfilled, and that no great disasters were impending from the collapse of the inflation, provided only the people went soberly to work in the material lines that the climate and soil presented for their efforts. Power of this description is wielded to a considerable extent by newspapers and other local publications, and Los Angeles was provided with the usual number, and they were, as a whole, fully up to

Los Angeles County Court House.

the average standard of those in other cities of similar size. While the daily journals had not all adopted the same policy with reference to the "Boom"—one of them denouncing it and its chief (or worst) operators with great severity—they all united in a loyal support of the country, and in the publication on every opportunity of every form of information that would tend to allay the doubts and strengthen the courage of the people. From time to time annuals or special numbers appeared, filled with facts of a reassuring character, with elaborate arguments to prove the certainty of the section's future advancement.

Valuable as these were, however, the business element of the city, including the newspaper proprietors themselves, felt that the time demanded the formation of an agency that should be more directly representative and should speak with the authority of the combined voice. There was in existence the Board of Trade, founded in 1883, for the purpose of protecting its members from unnecessary loss in cases of assignment and bankruptcy. It had for a time exercised some of the special functions of a commercial body, particularly in the circulation of literature about the section and inducing immigration. Occasionally it took action upon commercial questions that were laid before it. In 1885, when the influx of new-comers was beginning, it turned over all immigration matters to a special organization calling itself the Southern California Immigration Society, which ran for about two years, and then went to pieces in the midst of the furor of 1887, appalled, perhaps, at the overwhelming success that had attended its labors.

Out of this need was born the Chamber of Commerce, which has since that day acted as the guardian and representative of the general material interests of Los Angeles and the territory that is commercially tributary to that city.

An Old Adobe.

CHAPTER V.

The Founding of the Chamber.

THE first of the several meetings that were held for the purpose of organizing the Los Angeles Chamber of Commerce took place in the assembly room of the Board of Trade, in the old building on the corner of Broadway and First street. This structure has since been removed to make room for the large office and store building that now occupies that corner. In 1888, when the "Boom" was at its height, a building corporation was formed within the Board of Trade for the purpose of constructing for it a permanent home. A two-story edifice was hastily built, and a large part of the upper floor was leased to the California Club, and the Broadway frontage was rented to stores. The rear portion of the upper story was used by the Board for offices and an assembly room. This property, seven or eight years later, passed out of the hands of the original building corporation, and is now under private ownership.

It was natural that the gathering should occur in the rooms of the Board of Trade, for the more active and progressive members of the body were familiar with the urgent need that existed for just such an organization as the Chamber subsequently became. During the first few months of its life the Chamber was provided with quarters by the Board, and it has at all times worked in harmony with that institution.

It is scarcely proper to attribute the establishing of the Chamber to any one man or to any set of men, for the same thought doubtless came to many people at about the same time, that such an institution was needed, and the occasion ripe for its establishment. But some one was required to give the first impetus to the practical work of organization, and W. E. Hughes, the former owner of a large shoe manufacturing concern in Wheeling, West Virginia, but a comparative new-comer to Los Angeles, undertook to bring people together for this purpose. The first to whom he addressed himself were Major E. W. Jones and S. B. Lewis. Major Jones was a man of means, the owner of considerable amount of city property, who had come to Los Angeles some years before and had served in the city council. He had studied, perhaps more than the average man, into the resources and possibilities of the country, and possessing clear judgment and liberal views, he was especially adapted to the work of organizing the Chamber. Mr. S. B. Lewis was a representative business man and an active spirit in the Board of Trade. His earlier business career had been located in Chicago, where he had beheld, through the period of that city's first great growth, the wonderful results that may be effected by the co-operation of enterprise.

These three, Messrs. Hughes, Jones and Lewis, joined in a call for a public meeting to discuss the formation of a public body which should "work for the material interests of Los Angeles and the territory tributary thereto." The date set was the eleventh of October, 1888, and at 3 o'clock in the afternoon of that day about twenty came together at the Board of Trade —a not very large but fairly representative gathering.

Mr. Lewis called the meeting to order and explained the purpose, which was, to quote his own language, "to canvass the resources of Los Angeles county and to take steps toward their development and to establish manufactures."

There is interesting significance in the phrase "to canvass the resources of Los Angeles county"—or, as it was more often put, "of Southern California", and it reveals something of the peculiar state of affairs that prevailed. Of the men who came together on that occasion, and who afterward came to form the membership of the Chamber of Commerce, a great majority were new-comers to the country. They were admittedly unfamiliar with the possibilities of the section, although not lacking in confidence as to its future.

A Display of Fruit Models.

The materials were at hand, they felt, for a splendid development: soil, climate, people, location; but exactly what form, in detail, that development should assume was yet to be found out. Those who had lived in the country for a longer period, of whom there were not a few, were ready enough to tell what they knew of conditions as they had found them, but their knowledge was disorganized, limited, and, in some cases, seriously prejudiced. The sentiment was not uncommon among many of those who had seen more than a decade on the coast that Southern California would never be able to support the great horde of people that had crowded into it, and that under no circumstances should any more be invited to come. It was therefore quite as necessary that a "canvass of resources" should be made in their behalf as for the latest new-comer on the scene.

Major Jones was called to the chair, and he spoke briefly of the field of work that lay before the proposed organization, in seeking out the hidden resources and opportunities of this strange new section of country into which their lot had fallen. A hundred thousand people of all sorts and conditions of life and from all parts of the Union had been suddenly gathered together in Southern California, through the knowledge which had been spread about, of superior advantages of life to be found there. Hundreds of thousands more were coming, if not in the near future, at least as fast as the country developed ready to absorb them. A great responsibility rested upon the business men of Los Angeles, whose duty it was to organize into activity the scattered and depressed industrial forces, and to point out the road they must follow to achieve prosperity. His utterance was full of hope and enthusiasm, and it sounded a true pitch that was taken up by the others who followed him.

Mr. Hughes spoke of the purposes of the new organization, as he understood them to be, and of the great advantage to be secured through coöperative effort. He expressed confidence in this as a manufacturing field, on a limited scale, and believed that the country could never attain genuine prosperity without carrying on some manufactures. The first thing to do was to find out what fuel and raw materials were obtainable, and what demand existed for the finished product. A general discussion followed on the subject of fuel, the consensus of opinion being that a lack of

Made Out of Desert.

fuel supply was the most serious obstacle in the way of manufacturing industries in Southern California. One speaker advocated the raising of money by subscription to be used in boring for oil in the western part of Los Angeles. At a meeting held at a somewhat later date, when this same topic was under discussion, Judge Minor, who had made some study of the oil conditions in and about Los Angeles, declared his belief that the State of California was destined to rival Pennsylvania in the production of oil, and that the southern section was supplied with an abundance for manufacturing purposes. At that time there was no development of oil nearer to Los Angeles than Puente, where fifteen wells raised only about 30,000 barrels a year. At present there are 800 wells in this city which produce over a million barrels a year.

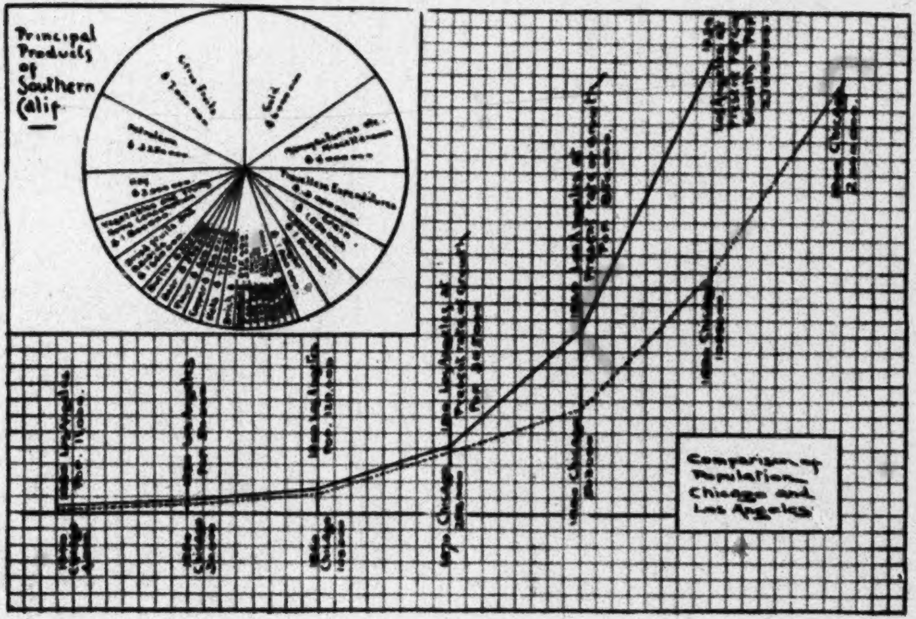
John F. Humphreys, a member of the city council and a former resident of Colorado, spoke of the favorable conditions under which general farming could be done in Southern California, a line of industry which was, nevertheless, suffering from neglect. Great sums of money were sent out of the country for the simplest necessities of life, such as might be raised on any piece of good farming land by people of average intelligence. Carloads of chickens, butter, cheese and eggs were pouring into the city every day, and heavy drafts were sent East and North in return. Many of the best farms adjoining the city had been cut up into lots and sold to scattered owners, but there was plenty more to be had, and it should be cultivated, Mr. Humphreys maintained.

Clarence A. Warner, whose connection with the Santa Fé railroad had given him considerable familiarity with immigration matters, declared that the

EXPLANATION OF CHARTS NO. 3 AND 4.

Chart Number 3 shows the chief sources of income of Southern California as estimated by the Chamber of Commerce for the year 1899 which was a "dry year." The total is put at $40,000,000. It does not include all the pursuits of the people of this section, but only those that relate to agriculture, mining, manufacturing and the entertainment of visitors.

Chart Number 4, while it is interesting and worthy of study, must not be mistaken for an attempt at a prediction. The growth of Los Angeles from 1880 to 1900 is very nearly identical with that of Chicago from 1840 to 1860. If the rate of increase which has prevailed in Los Angeles during the last ten years, during which there has been nothing that can be called a "Boom", be continued for thirty years longer it would bring this city in 1910 to 305,000 population, which is not improbable; in 1920 to 850,000 population and in 1930 to 2,100,000 population. These latter figures are shown merely to give a better idea of the remarkable growth that has prevailed during the last decade.


Principal Products of Southern Calif.
Citrus Fruits
Gold
Petroleum
Oil
Vegetables
Tourists Expenditures
1870 Chicago
Comparison of Population Chicago and Los Angeles

chief difficulty in regard to general farming lay in the fact that much of the agricultural land which had been sold within the last two or three years (i.e. during the "Boom") had fallen into the hands of people who were entirely without experience in farming — clerks, school-teachers, small merchants, and professional men — and they were generally predestined to failure in the undertaking they had so rashly assumed. What the country needed, to develop its agricultural resources, was an immigration of industrious and intelligent practical farmers, such as were to be found in great numbers in the Middle West already favorably disposed toward Southern California, and ready to come hither as soon as they were

Picking Oranges.

convinced that a living could be had from the soil. He advocated sending exhibits of agricultural products in a car that should travel over all the railways of the West.

This was the plan that was subsequently carried out in the "California on Wheels", and the desired results were effected moreover in other ways, by exhibits at fairs and by permanent displays in some of the larger cities.

The meeting finally adjourned with mutual exhortations upon all those present to each bring as many recruits as possible to a second meeting to be held in the same place, four days later, at which a permanent organization was to be effected.

At this latter gathering, October 15th, 1888, Col. H. G. Otis, the editor of the Times, made the motion which called the Chamber into existence. He moved that those who were present unite in a temporary organization on the understanding that a permanent organization should be formed as soon as practicable. John F. Humphreys proposed the name, "The Los Angeles Chamber of Commerce", and it was incorporated into the motion. The initiation fee was fixed at $5.00, and J. I. Redick was elected temporary treasurer. J. V. Wachtel was chosen as temporary secretary, and Major Jones continued in the chair. About twenty-five signed the roll and paid in their fees.

A committee on permanent organization and constitution and by-laws was then appointed, containing the following: S. B. Lewis, W. E. Hughes, I. R. Dunkelberger, W. F. Fitzgerald and H. G. Otis.

On the 19th of October this committee made its report to a large gathering, and the Chamber of Commerce was an accomplished fact. The by-laws adopted for the control of the Chamber at that time differed from the instrument under which it now operates in several particulars.

Instead of the present Board of Directors, consisting of four officers, five stockholders, and eleven chairmen of standing committees, there was an Executive Committee of "fifteen or more members", to be elected by ballot at the annual meeting. Thirteen standing committees were provided for, of five members each. The first vice-president was made chairman of the executive committee, the latter consisting of the chairmen of the various standing committees. Provision was made for semi-monthly meetings of the entire Chamber, at

The First Overland Freight.

which it was intended the consideration of all matters of general public interest should be held. The functions of the Executive Committee were supposed to relate merely to the business affairs of the organization. A curious feature of the by-laws, and one which was never enforced, was the provision that "All officers and members of committees are required to attend the regular meetings of the Chamber, under penalty, for failure, of a fine of one dollar for each absence, unless excused by a vote of the Chamber." In most other respects the constitution adopted at the beginning of the Chamber's career was similar to the document under which it is now operating, except that the building plan, which is included in the present document, did not exist in the original. The present constitution will be found elsewhere in this volume presented in full.

At the election which was held under the constitution the following officers were chosen :

President, E. W. Jones; First Vice-President, W. H. Workman ; Second Vice-President, H. G. Otis ; Third Vice-President, S. B. Lewis ; Treasurer, John I. Redick ; Secretary, Thomas A. Lewis ; and the following chairmen of committees : Commerce, M. L. Wicks; Manufactures, John F. Humphreys; Immigration, C. A. Warner ; Lands and Irrigation, Hervey Lindley ; Mines and Mining, I. R. Dunkelberger ; Motive Power, Lyman Stewart ; Ways and Means, A. H. Denker ; Money and Loans, H. C. Witmer ; Statistics and Compilation, J. M. Davies ; Legislation, W. F. Fitzgerald ; Membership, Charles E. Day ; Grievances, John C. Flournoy ; Hotels, W. E. Hughes ; Parks and Boulevards, F. C. Garbut.

The first names signed to the roll were appropriately enough, those of W. E. Hughes, E. W. Jones and S. B. Lewis. After them came the following, who may be considered charter members of the Chamber (we omit those whose membership has since ceased):

W. H. Workman, H. Jevne, Frank A. Gibson, H. C. Witmer, W. F. Fitzgerald, H. G. Otis, H. Z. Osborne, W. W. Montague & Co., Lee A. McConnel, Howry Bros., R. W. Dromgold, Mathews Bros., C. M. Wells, H. L. Macneil, R. W. Poindexter, A. E. Pomeroy, J. W. Frey, N. W. Stowell, H. M. Russell, W. C. Patterson, G. W. Parsons, C. A. Sumner, Chas. Forman, J. B. Lankershim, E. P. Johnson, S. W. Luitweiler, J. V. Wachtel.

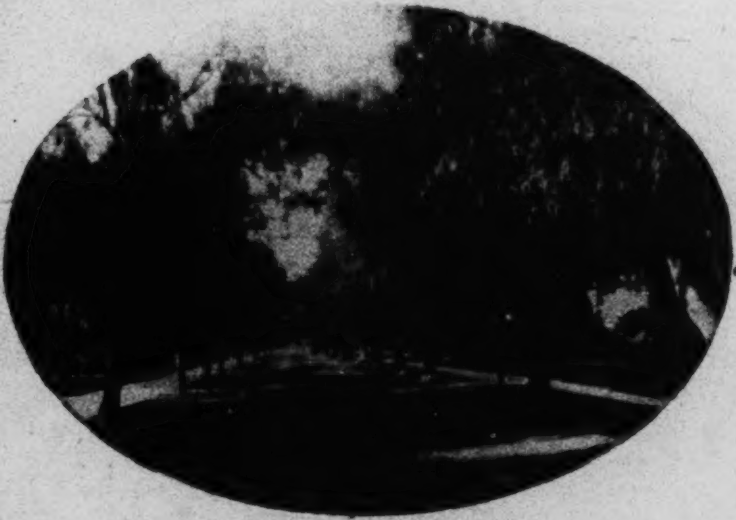
CHAPTER VI.

The Chamber Begins Work.

THE first enthusiasm over the founding of the Chamber presently abated, and a short period of apathy followed. The meetings which were for a time well attended fell off in numbers, and through the months of November and December, 1888, the entry of "No Quorum" is to be found frequently set down in the minute book. Doubtless there were many among the founders of the institution who supposed that all that was needed to bring about the various reforms and improvements was to start into existence a concern whose business it should be to attend to such matters. A constitution and by-laws once adopted and the machinery of organization started, the Chamber would do the rest. Great results were expected to come to pass immediately, and if they failed to materialize the scheme was therefore of no account. Fortunately there were others who understood the situation better — who comprehended the general truth that nothing worth the having is to be gained without hard work, and of the special application of this truth to community undertakings.

Another fact which it took some time for members of the new organization thoroughly to grasp, was that something more was needed than the mere discussion of enterprises and the passing of resolutions thereupon to achieve results. In the earlier meetings of the Chamber a great variety of matters came up for consideration; many were acted upon, or "decided", but nothing was finally done about them. They were left, so to speak, hanging in mid-air.

There was, no doubt, much cause for this in the confusion that existed in the public mind as to what was needed to be done, and this, in turn, grew out of a lack of information about the actual condition of the country. A great deal of seemingly aimless discussion was in reality based on the "be sure you are right, then go ahead" principle. The delay in beginning practical work was in many respects advantageous to the country, for in the meetings that gathered, talked and adjourned to forget apparently all that had been said or done, a considerable amount of chaff was threshed out and discarded, while the real wheat was garnered and laid aside.



An Avenue of Peppers.

In the search for lines of work that were at once important and practicable — that is, of value to the country and feasible for the Chamber's undertaking — many were advanced of a very different order. Not a few of these related to the question of manufacturing, for it was held by members of the Chamber who had formerly lived in manufacturing centers, that no permanent prosperity could ever be achieved without that interest was cultivated. To this end all sorts of schemes were proposed. At one of the first meetings, a member rose and announced that he would be one of one hundred to give a thousand dollars in cash, to form a fund of one hundred thousand dollars, to be used as a subsidy for new manufacturing enterprises. There was great applause but no "takers." As nothing had been done about the proposition of the ex-Pennsylvanian to raise money by subscription and bore for oil, he presently came forward with another idea, which was to construct a pipe-line from Puente to the city in order to secure "cheap fuel." This was largely discussed, but no action was taken; for it must have occurred to the members that the owners of the Puente wells would probably charge the regular market price for petroleum whether it was brought to Los Angeles by rail or by a pipe-line.

As an example of a project which was worthy but impracticable, we may refer to the resolutions passed at an early meeting of the Chamber on the subject of the clearing and improvement of neglected lands. One of the most baleful consequences of the "Boom" was beginning to show itself in the neglect of land by absent, careless or embarrassed owners. In the midst of the most prosperous horticultural sections, and particularly in the zone that immediately adjoined the city of Los

Angeles, were to be found, every here and there, tracts of varying sizes, from a few lots to an entire ranch, that were allowed to go to utter ruin, the trees dried up and covered with scale, and the soil tangled with weeds. These were lands that had been purchased for purposes of speculation, and not for legitimate use, and the effect of this neglect was discouraging, both to new-comers and to those who owned cultivated land in the vicinity. The evil was deplorable beyond doubt, but the Chamber could do very little to remedy it. As time passed these lands were either sold or rented to practical farmers, and the difficulty at last righted itself; although even to this day one may occasionally find "lots" in the vicinity of some lost town-site that are still denied the honor of usefulness.

The topics that were considered by the Chamber during this early formative period were not always as harmless as the one mentioned above. On the 19th of December, 1888, it passed some resolutions urging upon the government the wisdom of annexing Lower California by some process of purchase. The feeling in Southern California at that time was very generally in favor of a division of the State, in accordance with the plan that was adopted in 1860, the execution of which had been deferred. New-comers to the State who cherished no sentiment for its past history, and with whom the integrity of the original name had no force, were ambitious to secure for the Southern section, which seemed to be unique in its interests and isolated in its needs, the honor of independent Statehood. To some extent this desire for a division of the State still exists, but it is by no means as common now as it was in 1888 and 1889. The story was current, although based on no reliable information, that the peninsula of Lower

California, which in respect to soil, climate and products closely resembles Southern California, could be had from the government of Mexico at a low figure, and it was believed that the purchase of this piece of territory would bring great advantage to the southern counties. The passage of such resolutions by an American commercial body was decidedly unpleasing to the Mexican government, whose state department took up the matter with the American authorities, and the affair presently took on the proportions of a diplomatic "incident." The new Chamber of Commerce found itself unexpectedly famous, and was not particularly gratified either with the character of the fame. Finally, more than a year later, resolutions

The Century Plant.

were passed reviewing the former action, admitting that it was based on misinformation, and expressing, in behalf of the people of Los Angeles, the warmest feeling of friendship and amity for the Mexican government.

The question of harbor improvement early came up for consideration. On November 13th, General J. R. Brierly, Collector of the Port, and Dr. J. P. Widney, who had made a special study of the harbor issue, addressed the Chamber, and on the following day a motion was passed inviting Senators Stanford and Hearst to visit San Pedro as guests of the Chamber. From this time forward the interests of San Pedro Harbor were given close attention by the Chamber, and the story of the long struggle which finally culminated in an appropriation of $2,900,000 for that work is told in full in Chapter X of this volume.

The first effort at the dissemination of literature about the country was made in December of 1888, when 10,000 copies of the annual editions of the daily papers were ordered for distribution. In that same month the Chamber issued its first pamphlet, an edition of 10,000 of 36 pages, containing a map, but no illustrations. It was entitled, "Facts and Figures concerning Southern California and Los Angeles City and County." This was the forerunner of a list of some thirty or forty pamphlets and books published by the Chamber, with a circulation that exceeds a million copies. It was not a particularly elegant affair, and presents a decided contrast to the handsomely illustrated books now issued by the Chamber; and its figures, it must be admitted, were frequently vague and sometimes incorrect, owing to the limited sources of information accessible at that time; but it was circulated with avidity by the members of the Chamber, and the entire edition was disposed of in a few weeks. The population of Los Angeles was put at 85,000, and of Pasadena at 12,000, figures that shrank about forty per cent when the census was taken eighteen months later. Los Angeles county was credited with 700,000 citrus fruit trees, and San Bernardino, including Riverside, with only 200,000. The price of oranges to the grower was quoted at from $4.00 to $5.00 a box, and the profits were stated to be from $500 to $1000 an acre. Over $8,000,000 worth of buildings were said to be in process of erection, which, including the many public buildings then under way, was probably about correct.

At the first of the year 1889, an election of officers and directors was held, and several new men came upon the Board. L. N. Breed succeeded Judge Redick as treasurer. M. D. Johnson, John R. Haynes, and W. H. Toler were elected to fill vacant director-

A Residence Street.

ships, and a new secretary was chosen, M. R. Higgins, a man of unusual skill as an organizer and possessed of considerable personal popularity. Although the salary paid the secretary was at that time small, he devoted most of his time and attention to the work for the year that he served, and at the end of that time the organization was on a firm and permanent footing.

Early in the year the Chamber moved its quarters to the second story of the building that adjoins the Times on First street, where the Union League Club then had its rooms. Here the Chamber had an office, several ante-rooms, and an assembly hall that would seat several hundred people. It occupied these apartments about fourteen months.

The year that followed, 1889, was, for the Chamber, a period of many experiments and new projects, but few of which were carried to a successful completion, chiefly for the reasons given before—that the institution was new, its forces untried, and the materials with which it was called upon to work but little known and understood. Believing that the first requisite in the successful development of Southern California as a whole would be to unite the various sections, the Chamber attempted to form a Southern California Chamber of Commerce, and several conventions were held of delegates from the commercial bodies of the adjoining counties. The feeling between the various sections of Southern California was at that time anything but harmonious. The idea seemed to prevail that the shortest and surest route to success lay through the unlimited abuse of your neighbors. This state of things was not peculiar to Southern California by any means, nor was it limited to that especial epoch. The disposition to speak ill of rival localities will be found in every part of the world, and it is rumored that there are places in the southern section of this State where it still exists—in a moderate degree, let us say—but, at the time of which we write, it was the prevailing tendency everywhere, and was working serious injury to the common interest. While the plan which the Chamber broached, of a general organization to work for the whole section, was not carried out at this time, good-will was established by these gatherings, in quarters where nothing but unseemly bickerings had previously been heard, and a few years later a combination similar to that advocated by the Chamber was actually effected.

A great deal of energy was expended during this year, on an effort to get up an industrial exposition after the fashion of the Mechanics Fair in San Francisco and similar displays in Eastern cities. It was believed that an exposition of the industries of the country would stimulate manufacturing and generally benefit trade. Many meetings were held, and a corporation formed and its stock offered for sale. But the great question, what have we that is in shape to show to the world, met with but a feeble and equivocal answer. The scheme was finally abandoned, but in course of time citrus fairs were held for the display of the country's principal industry, and finally manufacturing and trade displays were successfully presented; but this was some years later.

Another project which was advanced in 1889, and debated at some length, was for an annual festival, somewhat resembling the Mardi Gras of New Orleans, but characteristic of the city of Los Angeles, and in keeping with the institutions and past history of

Southern California. No definite plan was formulated and no effort made to carry out this project; but it is interesting to note that five years later it was put into execution in the Fiesta de Los Angeles, and the Rose Tournament of Pasadena, which continued for several seasons to give pleasure to our people and to attract thousands of visitors.

About the time the Los Angeles Chamber was endeavoring to establish a Southern California commercial organization, the business men of San Francisco, aided by the Southern Pacific railway, were striving to form a Pacific Coast Chamber of Commerce, and the Chamber sent representatives to all meetings that were held for that purpose. The final outcome of that movement was the State Board of Trade, an organization which contains about two-thirds of the counties of the State, with the Chamber of Commerce as its Los

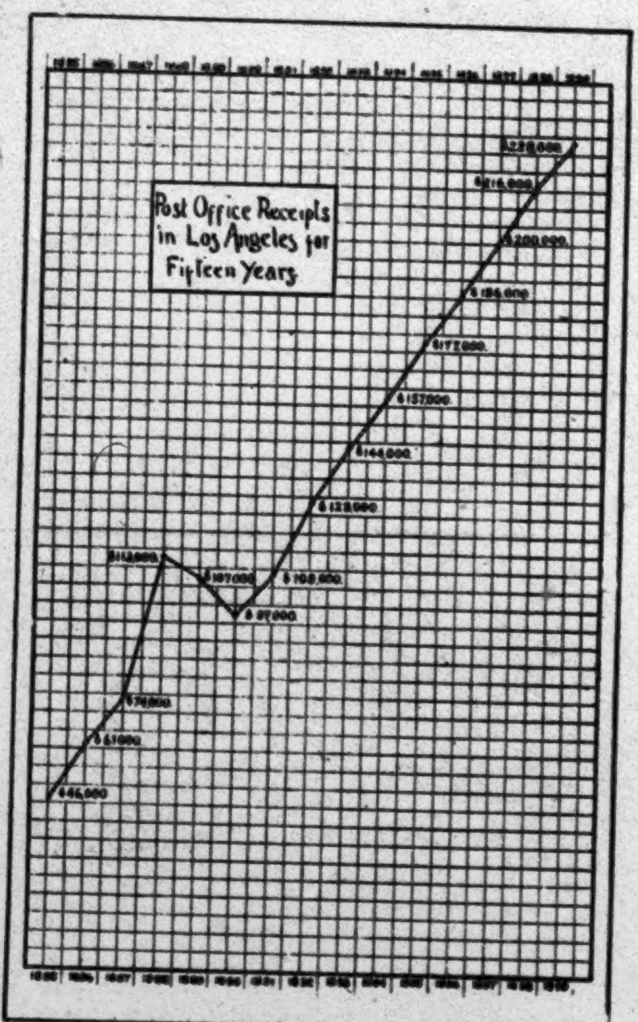
The Directors at the Rose Tournament.

The Citrus Fair of 1891.

Angeles representative. An exhibit of products of this county was gathered and placed in the display at the State Board of Trade rooms in San Francisco. This was the first practical display work attempted by the Chamber, and it has been maintained to the present day.

The legislature of 1889 passed an act providing for a series of four citrus fairs to be held, two in the Northern section of the State and two in the Southern section. The State Board of Agriculture, in whose hands the management of the fairs was placed, required that a guarantee fund of $2,500 should be raised among the citizens of Los Angeles before the event should be held there. The Chamber of Commerce took up this piece of work, and raised the fund chiefly among its members. Eugene Germain was chairman of the committee that raised the fund. This was the Chamber's first important effort in the line of money-raising for public purposes, although, as the fair was entirely successful, none of the subscribers were called upon to pay anything. Since that time the Chamber has superintended the raising of funds, which in the aggregate would run to a very large sum.

The chief obstacle with which the organization found itself confronted throughout this earlier period, which formed the great difficulty in the way of practical work, was lack of funds. It had enrolled now some 250 members, but not all of these continued, and in the shrinkage of population that was still under way many members left the city. The first enthusiasm had quieted down, and it was much more difficult to secure new members than it had been at the start. People were beginning to ask for results, and as tourist travel had now become very light, and new settlers were few in number, and the general volume of business suffering a steady decrease, these were not easy to show. More time was needed, and in the interim there was danger that the members might grow tired of the institution and suffer it to fall into decay. Fortunately, the Chamber was provided with faithful and industrious directors, and thanks to their persistence and courage it weathered this trying time.


Post Office Receipts in Los Angeles for Fifteen Years
$228,000
$216,000
$200,000
$184,000
$177,000
$157,000
$144,000
$128,000
$112,000
$107,000
$108,000
$97,000
$74,000
$61000
$46,000

EXPLANATION OF CHART 5.

One of the best evidences of the steady and wholesome development of Los Angeles city is to be found in the increase of the receipts at the post-office.

Starting in 1885 at $46,000 they reached at the time of the "Boom", 1888, $113,000. A slight falling off then took place to $97,000 in 1890, which was more than recovered by 1892. The rise from that time was steady and even until the present figure of $228,000 was reached in 1900.

CHAPTER VII.

The Permanent Exhibit.

THE first important step taken by the Chamber toward practical and effective work was the establishment of a permanent exhibit of Southern California products. The nucleus of the splendid display which is now the admiration of every visitor to Los Angeles, and a source of instruction even to those who have made this country their home for many years, was gathered in the spring of 1890, chiefly through the enterprise of the present manager of the Chamber's affairs, Mr. Frank Wiggins.

An election of officers took place at the end of the year 1889. M. R. Higgins declining a reëlection as secretary, H. W. Patton, a former newspaper man, and at that time Register of the Land Office, was chosen to fill the place. Major E. W. Jones, whose conduct of the presidential office had proven satisfactory to every one—and who had indeed devoted a great amount of time and labor to the Chamber's undertakings—was elected for the third time to the presidency. The Board contained a number of new members: A. W. Barrett, J. H. Book, Fred Eaton, Chas. Forman, Eugene Germaine, J. B. Lankershim, J. R. Mathews, S. M. Perry, Geo. R. Shatto and J. P. Widney.

Mr. Patton was a popular man, well known in political and newspaper life, and had a wide circle of personal friendships. Immediately upon his election the membership list of the chamber, which had run down to about two hundred, began to increase, and by the middle of the year had more than doubled. This increase in the prosperity of the organization roused fresh enthusiasm among the Directors, and they began to look about for larger and more available quarters, which should be leased and controlled by the Chamber itself. The second story of the Mott Market building on Main street, between First and Second, was offered by T. D. Mott, at a monthly rental of $150, which the Chamber agreed to accept, provided a subsidy of $50 a month was subscribed by property owners in the vicinity, who might be benefited by the institution being located there. These quarters consisted of a large assembly hall which would seat about 500 people, with a small stage and narrow galleries, a smaller meeting-room, which would seat about 100, and a series of offices, store-rooms and packing-rooms, seven in all. These accommodations, while in many

The Original Exhibit Hall.

respects admirably adapted to the Chamber's use, were not without some serious draw-backs, and were not to be compared, either in size or convenience, with the quarters it occupies at the present time. They provided, however, the means for conducting an exhibit of products with a fair degree of success, and when the guarantee fund was subscribed the proposition was gratefully accepted by the Chamber. The move was made in March of 1890.

In that same month occurred the first of the Southern California Citrus Fairs, which was held under the very successful management of Capt. F. Edward Gray, of Alhambra, a practical orange-grower and a good organizer. Frank Wiggins, a former business man of Richmond, Indiana, who had come to California a few years before broken in health, but was now recovered and living at Whittier, was appointed to get together a display of the products of this section of the State, and he began by negotiating with the exhibitors at the Citrus Fair for part of the fruit that had been shown there, and with the management of the Fair for the tables and other paraphernalia on which the display had been made. These negotiations were successful—as is usually the case with Mr. Wiggins when he goes in search of exhibits—and thus "the funeral baked meats" of the Citrus Fair "did coldly set forth" the first beginnings of the permanent exhibit.

A horse and wagon were procured, and an arrangement effected with the railroads by which all local products delivered at any station in Southern California and consigned to the Chamber of Commerce were carried free. Thus the railway companies gave material assistance to the establishing of the Exhibit, and it is to be questioned whether it could have been maintained with any degree of efficiency without such assistance. The practice which was inaugurated at that time still continues, and it may be said that the railroads centering at Los Angeles have at all times shown a willingness to coöperate with the Chamber in every line where their assistance could prove of value. While it is true that the interests of these companies and the objects which the Chamber was seeking to attain lay along adjoining lines, due credit should nevertheless be given to the railway managers for their enterprise in promptly discovering this fact and acting upon it. In one sense the interests of the Chamber were identical with those of every business man and property owner in Southern California, but not every one did his share toward its support, either with time or money. If the railroads, as some may suggest, merely did their duty, they at least did that; and it was always done in an enthusiastic and liberal manner.

In order to procure exhibits for the display, emissaries of the Chamber were sent out from time to time in the agricultural districts, explaining the purposes of the undertaking and urging the farmers to coöperate. The newspapers in the smaller towns published articles advising their people to establish tables in the display, that the interests of their locality might be advanced; and the newspapers of Los Angeles, when displays were brought in, described them and published the name of the donors. In this way the exhibit slowly grew, new tables being added as they were needed. But as a large part of the articles displayed were necessarily perishable, the exhibits needed constant renewing, and a large amount of work showed but little gain in the exhibit as a whole.

The fundamental object of the Chamber in making this display was to demonstrate to new-comers and to casual visitors that Southern California could produce a great variety of marketable things, thus supplying an answer to the taunt so frequently flung at this county, in the epoch immediately succeeding the "Boom", that "people could not live on climate." In order to secure the inspection of the greatest possible number of this class, notices of the exhibit were posted in all the hotels, and the restaurants were induced to

An Exhibit of Corn.

call attention to its existence on their bills of fare. It was also noted on all literature that was distributed on the incoming trains. The attendance at first was light, and even at the end of the first year it scarcely averaged twenty-five a day, and but a small percentage of these were new-comers. There were several reasons for that. In the first place, the number of tourists and settlers had suffered a great falling-off, and was at this particular time reduced to a minimum. Then the institution was new, and, in spite of all its advertising, but little known. And, finally, the exhibit itself was not only small and insignificant—as compared with the present splendid showing—but it suffered somewhat in being at the top of a long, steep flight of stairs, the entrance to which was not at all inviting.

However, a secondary advantage of the exhibit presently developed. While it did not attract such numbers of strangers as were expected, it was examined with great care by thousands of local residents, particularly from the farming sections. They studied the products in their individual lines, and made anxious inquiries as to how these excellent results—for, naturally, men did not send exhibits unless the articles were up to a fair standard—were attained. In many cases the successful producer of a fruit or other farming product came in with his exhibit, and might be found in the chamber ready to meet others, who were experimenting in the same line. We have already noted the fact that a large number of those who were at work on the first development of the agricultural resources of the country at this time were not only newcomers to California, but they were utterly inexperienced in agricultural pursuits as well. Had the country been long under thorough cultivation, and its conditions of soil, water and climate clearly understood, their inexperience might not have proved so serious a matter; but the entire section was undergoing the chaos of experiment. No book existed to give instruction in this line of work, and although the agricultural editors of the daily papers—some of whom had been in the country more than six months, and had perhaps raised chickens—did their best to throw light on the situation, there was much confusion, and a great deal of misapplied effort. This was an evil which the permanent display of products by the Chamber of Commerce assisted in correcting.

The practical efficiency of the exhibit was presently increased by the use of preserving fluids that made it possible to keep unusually fine specimens preserved in glass jars. At first this process was only partially successful; the softer fruits could not be kept at all, and even with the harder ones the fluid soon became murky; but these difficulties were at last overcome, and the present exhibit contains hundreds of large jars wherein the finest fruits of all varieties are preserved in clear liquid, and as fresh in appearance as when they were first put up.

The permanent exhibit proved not only valuable in itself, but it served admirably as a feeder to other displays that were now coming into existence. The results achieved by this class of advertising for a country—especially one whose industries were largely related to the tilling of the soil—was well understood by Southern Californians, who had beheld them recently in several notable instances. The display of oranges made at the International Exposition at New Orleans, in 1885, where California won the first prize for oranges against Florida, had led to an immediate

The Entrance of the Chamber.

increase in the planting of citrus fruit trees; and the general display of Southern California products made in Chicago in the spring of 1886 had brought thousands of tourists to the country, who longed to see more of those marvels and at nearer range. In the spring of 1890, President Manvel, of the Santa Fé, proposed to the people of Southern California that they should establish a permanent exhibit in Chicago, and he offered in behalf of the railway company to provide a suitable room, centrally located, for that purpose. Representatives from the various counties met in the Chamber of Commerce on the 29th of March, and ten thousand dollars was pledged for the expense of the first year. Major Ben. C. Truman, a veteran Los Angeles newspaper man, was placed in charge of the exhibit, which continued for three years, or until the great display of Southern California at the World's Fair rendered its maintenance unnecessary. All materials used in this display were carried by the Santa Fé free of charge, and a special baggage car was provided once a week for their shipment on passenger time. The room was filled with visitors all day long, to whom Major Truman discoursed of the beauties and opportunities of Southern California; and Mr. D. Freeman, a large land-owner, who acted as president of the general organization having the work in charge, estimated that in actual results in new settlers and money brought into the country, the display was worth a million dollars a year through all the period while it was held, and of incalculable indirect benefit thereafter.

Reference has already been made to the display at the State Board of Trade rooms in San Francisco, in which the Chamber has participated now for ten years. The charges are paid by the County Board of Supervisors, and the Southern Pacific railway carries the articles intended for exhibit free of charge As many of the visitors to the Coast and those intending to settle come by northern routes, they arrive first in San Francisco, and they visit the display of the State Board, where they can get a fair idea of the products of the various sections of the State.

In 1890, shortly after the establishment of the permanent display of the Chamber, a handsome exhibit was sent to the conference of the Dunkards, which resulted, it is believed, in bringing a number of those thrifty people to Southern California. A display was made at the national gathering of the Farmers Alliance the succeeding year. The "California on Wheels," a handsome car filled with products of this State attractively set forth, was still on its travels through the agricultural sections of the West and

The Gallery of the Exhibit. Ready for the Banquet.

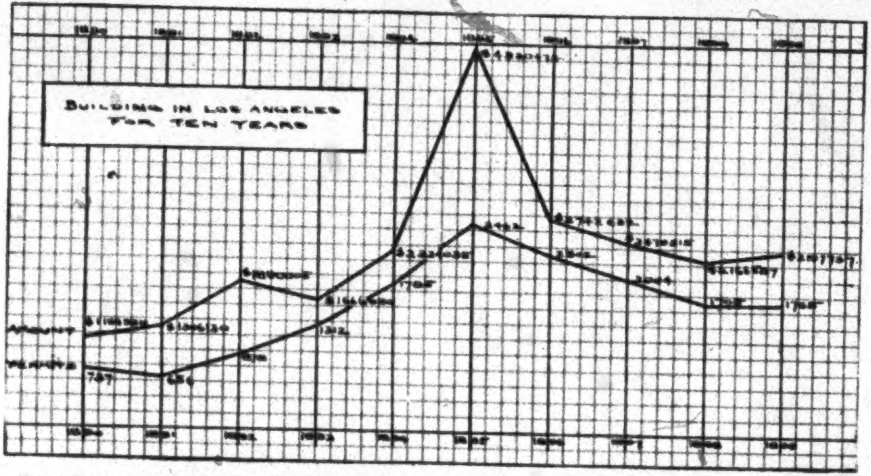
South, and it was constantly supplied with exhibits from the Chamber. So much more faithful, indeed, was the Chamber to this enterprise than were the other California organizations, that during the last year of its tour it was little else than a display of Southern California products. Presently it became known in Eastern railway circles, and among managers of agricultural fairs in Eastern States, that if displays were needed from California the only reliable depot for their supply was the Los Angeles Chamber of Commerce, and, as a consequence, this county was well represented everywhere, and its advantages were widely known and appreciated.

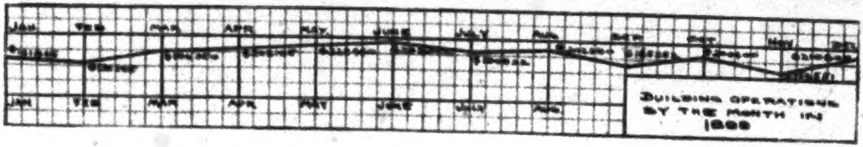
The good result of this policy began to show almost immediately. While the circulation of printed matter about the country was valuable, in attracting the attention of possible immigrants, the actual presentation, in tangible, visible form, of the products finished the work, and brought the settler here in person. During the years 1890 to 1900 there was a constant stream of new people pouring into Southern California, and the work of developing its agricultural resources went on rapidly. Supposing the ebb tide that succeeded the "Boom" to have ceased by 1890, the new work was begun on a population of 50,000 in the city of Los Angeles and 51,000 in the county outside. In the remaining counties of Southern California the census showed 100,000 more people. The census taken by the State three years ago showed a population in Los Angeles city of 103,000, which would make the present population 120,000, if the same rate of increase has been maintained—which the school census shows to have been the case. The 51,000 of Los Angeles county* has probably increased to 90,000 and the 100,000 of the other counties is now estimated to be 175,000. In 1880 Southern California contained only 7½ per cent of the population of the State. It now contains in all probability something over 20 per cent of the total.

The rapid growth of this section of the State, as contrasted with other sections, is a common topic of discussion at the State Legislature, when measures appropriating money for fairs and other displays are up for consideration. "What is the use of bringing new people into the State?" say the northern legislators. "Los Angeles and the South gets them all." It is a fact, which the railroads could demonstrate, if so disposed, that although Southern California is, in available area, less than one-seventh of the State, and in population (in 1890) less than one-sixth, it has, during the last decade, received more than half of all the new settlers that have come over the borders. Many residents of this section are accustomed to attribute this phenomenon to exceptional merits of climate and soil, but those who know the State thoroughly will admit that for all practical purposes there were localities in the central and northern portions of California quite as desirable. But those localities have not been so well advertised—they have no organization like the Los Angeles Chamber of Commerce to keep their merits through a long period of years constantly before the public. This is the work that tells in the enterprise of developing a country, just as it does in building up a private business.

---

*Outside the city.


BUILDING IN LOS ANGELES FOR TEN YEARS


BUILDING OPERATIONS BY THE MONTH IN 1899

EXPLANATION OF CHARTS 6 AND 7.

The upper chart on the opposite page shows the building operations of Los Angeles city during the past ten years, as gauged by the building permits issued each year.

Prior to the year 1890, and the adoption of the present city charter, no record was kept.

The upper line shows the total amount of permits each year, beginning with $1,194,939, and rising to $4,930,473 in 1894, in spite of the panic and hard times that then prevailed in other sections of the Union

The line below it shows the number of permits granted each year.

In the lower diagram the building operations of a single year, 1899, which was an average year, are shown, as evidence of the fact that the weather does not interfere with construction work in the semi-tropic climate.

CHAPTER VIII.

Practical Management.

THE Los Angeles Chamber of Commerce frequently receives letters from officers of similar organizations in other cities asking for a copy of the constitution and by-laws. "We learn," say the writers of these letters, "that you have a very successful concern, with a large and enthusiastic membership, plenty of funds for public work, a big exhibit, and a splendid record for active results achieved through your labors. We are anxious to know the system under which all this has been accomplished." The desired document is always sent, but the inquirer is usually given to understand that the form of administration of the Chamber's affairs plays after all but a small part in its success, and that is only by studying a great variety of small details that any idea can be obtained of its method of practical management.

The present constitution of the Chamber was adopted in July of 1892. It did not differ materially from the document under which the Chamber began life. It chief provisions may be thus briefly set forth:

The government of the Chamber rests primarily with the members, who meet annually in the month of January, for the selection of officers and directors, and again in February for the installation of the new Board. Special meetings of the members may be called at any time by the Board of Directors, and they are held occasionally, but not often, chiefly for the purpose of hearing some well known person who has something to say on commercial matters that will prove of interest and of value to the section. If the president is summoned by five members to call a special meeting for any purpose, he must obey, but this is a power that is seldom invoked.

The actual management of the affairs of the Chamber is vested in the Board of Directors, a body of 20, selected after the following manner: Four are chosen as officers, by ballot of the members. These are the president, two vice-presidents and the treasurer. Eleven are chosen by the members by ballot as chairmen of a series of standing committees, to wit: Commerce, Manufactures, Immigration, Lands and Irrigation, Mines, Ways and Means, Statistics, Law and Legislation, Membership, Hotels, Parks. The re-

At the Rose Tournament.

maining five are chosen by the stockholders in the Building Association as the Stockholders Committee, and by reason of their membership in that committee they are made members of the Board of Directors in the same status as the others.

The Board of Directors thus constituted meets regularly once a week in the large Directors' room at the Chamber, sitting around a big green-covered table. Five members constitute a quorum, but the attendance almost never falls below ten and frequently runs from fifteen to the entire Board. No fee is allowed for attendance, nor is there any fine for absence, but in a large bulletin board at one end of the room each director's attendance is recorded, where it may be seen by all the members of the Chamber.

In the beginning, when the Chamber itself met regularly once a month, great difficulty was experienced in differentiating between the matters that should be considered and acted upon by the organization as a whole or by the directors alone. The theory that prevailed for a time was that the general gatherings should discuss and pass upon the issues when it was advisable the Chamber should express itself, and that the Board should confine its work to the management of the practical affairs of the organization—its finances, membership, the exhibit, the distribution of printed matter, etc. The theory was a good one, perhaps; but it did not work, and correspondence carried on by the officers of this Chamber with those of other organizations shows that the experience in Los Angeles is a common one, and that herein lies the chief obstacle in the way of effective practical work in many such institutions. "We cannot get our members out to meetings," is the very common cry from the officers of inefficient concerns. "We have a registered membership of 500, and not more than 30 will come to a general meeting."

During the first few months of the Chamber's existence the general meetings were well attended; but after the first enthusiasm subsided, the number of substantial, intelligent men, who were ready to leave their business and listen to some long and often profitless discussion, fell off very seriously. The experience of all who have engaged any time in public work is, that plenty of men can be found who are ready to perform their share (and more) of actual labor, but they will not submit to having their time wasted. No better plan was ever devised for the squandering of a great amount of useful time of valuable men than the average meeting of a commercial body held to discuss some matter that is perhaps of small importance intrinsically, and which will not be much affected by the action finally taken.

A Tourist Hotel.

When the attendance at the general meetings of the Chamber had fallen off to such an extent that a quorum was usually not to be had, the Directors began to assume the powers which had primarily rested with the Chamber at large, until, by 1892, at which time the later constitution was adopted, the whole business of the organization was in the hands of the Directors; and the new document was so framed as to confirm and legalize this arrangement. A power of final decision in cases of appeal is of course vested in the membership at large. But only one case is of record where that power was ever exercised. This was in 1894, when the Board of Directors had remained for some weeks very nearly at a deadlock on the question of the harbor site. A petition was circulated calling upon the President to summon a special meeting to ballot on the issue, which was done, and the vote was overwhelmingly in favor of San Pedro. Since that time it has seldom been the case that any action taken by the Board of Directors has called out criticism or complaint from any of the members, and never that a majority of them have been dissatisfied. There are two reasons for this. One is that the men elected to the Board are chosen not only for their high character and standing in the community, but also for their discretion and good judgment, many of them serving term after term, and but few of them new each year. The members, on the other hand, are unwilling themselves to attempt the consideration of the matters that come before the Board, and rather than risk a change back to the original plan, indulge in very little fault-finding or objection.

Thus the meetings of the Chamber, and even the election of the Directors, has drifted into a condition of mere formality. Only once in the last eight years was there an election with two tickets in the field, and then the result was four to one in favor of the regular nominees. As the time approaches for the annual election, the President of the Chamber appoints a nominating committee, which invariably consists of ex-Directors who are thoroughly familiar with the work of the Chamber and the personnel of its membership. They select a list, which is, as a rule, largely made up of the existing Board; perhaps the new members will number five or six out of twenty. This list is reported to the general meeting of members which is held for the purpose of making nominations. Any member who is present at that meeting may make other nominations if he choses to do so; but this very rarely occurs, the general sentiment prevailing that the Directors know what they are about, and that the men who are proposed by the nominating committee will prove as serviceable to the Chamber as any that could be proposed by other means. Nominations in addition to these may be made at any time up to within five days of the election, when the list is closed. Elections are by ballot, and usually but few ballots are cast. A casual observer might suppose, from the quiet way in which the whole affair passes off, that very little interest is taken in the institution by the members outside of the Directory, but such is far from being the case. A genuine lack of interest would show in a decrease of membership, a failure to pay subscriptions, and a neglect of the committee work imposed on the members, but none of these symptoms ever appear. The seeming apathy is in fact an evidence of the trust that is extended to the Directors, and a silent but expressive vote of confidence.

The Board of Directors appoints the two other officers of the Chamber, the Secretary and the Superintendent. It happens, at the present time, that these two offices are combined in the person of one man, Mr. Frank Wiggins, but under the constitution, and according to former practice, they are separate offices. It happens that Mr. Wiggins, through long service in the office of Superintendent, became thoroughly familiar with the duties of both positions, and he is by nature peculiarly adapted to both, and for that reason he was elected on the resignation of Mr. Willard in 1897 to be Secretary and Superintendent, and has held the combined position ever since.

The Secretary attends to the correspondence of the Chamber, which is necessarily voluminous; edits its various publications, attends to the details of its business management, and is in fact its chief executive officer, devoting all his time and energy to its enterprises. The superintendent has charge of the permanent exhibit, and of all other exhibits carried on by the Chamber. His title was originally Superintendent-of-exhibit.

While a great deal of the success with which the Chamber's enterprises are conducted depends upon the President and the Board of Directors, it must be admitted that in all organizations of this character the Secretary is a very considerable factor. If he is a man of intelligence and industry, who studies the possibilities of the institution that he serves, and devotes himself with enthusiasm and persistence to forwarding its interests, it will thrive, whether it be well officered elsewhere or not; but if, on the other hand, he is indolent, or indiscreet, or applies his time to other pursuits, or, worst of all, seeks to make use of

Above the Snow Line.

the institution to further his individual purposes, no amount of work on the part of the Directors can ever make up for these short-comings. He is therefore the chief essential element of success. In the last nine years there has been but one change in this office, and as Mr. Wiggins, the incumbent, had, prior to his election, served for seven years as Superintendent, it might be said that the one change involved no material alteration of policy in the conduct of the office. Prior to that time, in the brief period of two and a half years, the Chamber had four secretaries, and this policy of rotation—for which no one was particularly to blame, but which grew out of accident and circumstance, was not favorable to stability of system in its business management.

Given a set of thoroughly competent officers for the Chamber, the chief essentials for successfully conducting its enterprises are first, members, and second, funds. Members are necessary, not only for the monetary assistance which they give, but also for the committee work that may be expected from them, and the influence which they may exert. Generally speaking, the power of an organization is directly in proportion to its membership, unless for some reason a large number of its members are luke-warm or disaffected. The present membership of the Chamber, which is about 1000, is very large for a city the size of Los Angeles. If the proportion that exists in other cities between population and membership of public bodies prevailed in Los Angeles, the Chamber would not have more than 300 members, and would be able to accomplish but a small fraction of its present work. A great many causes may be assigned for this large membership, the chief of which are the good record for practical work achieved by the institution, and, secondly, the persistent canvassing that is carried on to secure new members.

The people of Los Angeles are not essentially different from those of other cities; owing to the fact that the surrounding country is newly developed, it may be that they are somewhat more ready to respond to calls for improvement and enterprise than in some older communities, but it would be stretching this virtue too far to expect people to give freely of their money and energy for the public good without a great deal of encouragement from some source. No one questions the fact that the Chamber is a valuable institution, that assists greatly in the advancement of the section, but it would be more convenient to allow some one else pay the money and do the work—if that were to be permitted. Owing to the extreme vigilance of the Membership Committee, very few escape being asked at least to do their share. If after the case has been fairly presented to them, they choose to decline, that is their own affair; the Chamber at least has done its duty.

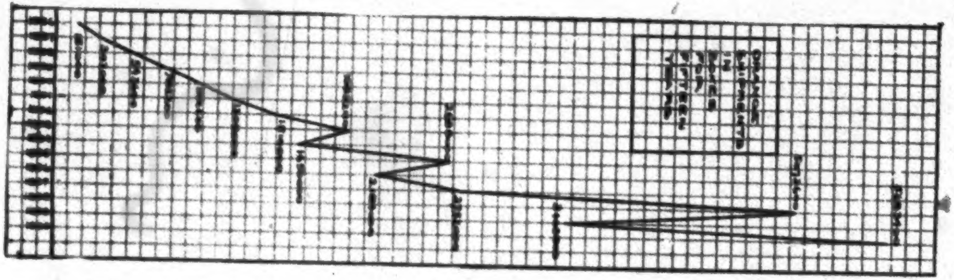
The next most important thing after getting members is to keep them; and considerable care and attention is devoted to that. The members are kept thoroughly informed through the newspapers and through special publications of various sorts, of the work on which the Chamber is engaged. Whenever noted men visit the city, receptions are tendered them, to which the members are specially invited. An annual banquet is held, at which two hundred or more usually gather; occasionly there are excursions to visit new enterprises, or to open some new line of travel. But probably the best method of all to maintain the interest of the individual is to put him on a committee where he can get some idea of the work that is actually performed and the good that results from it. There are in this, as in all such organizations, a great many members who never attend meetings, banquets, or excursions, but who are satisfied that the institution is necessary to the city's progress, and who cheerfully pay their dues and occasionally subscribe to some fund, on that basis.

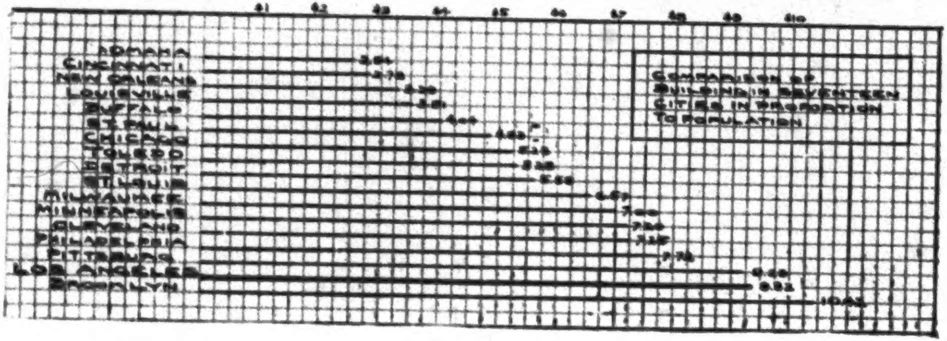
The Chamber's income from memberships is about a thousand dollars a month, which suffices for its maintenance, including the cost of the permanent exhibit, and pays for all the smaller and less expensive lines of work. When any large enterprises are attempted, involving a cost of from one to twenty-five

The Annual Banquet.

thousand dollars—and the latter sum is the largest that the Chamber ever undertook to raise at one time—a committee is sent out to interview the people who are most directly interested in the advancement of the country, and they are asked to contribute. Probably this line of work presents the same difficulties here that it does in other cities. There is no easy road to money-raising for public purposes. There is this to be said, however, with reference to the Chamber's work in that line: it has always kept most rigid faith with subscribers to its various funds, making careful account of every dollar expended, and either rebating balances, when any occurred, or asking subscribers to indicate their wish as to what disposition should be made of them. There have been no scandals and no mistakes to complicate the problem. The Chamber has during its career of ten years handled somewhere in the neighborhood of $300,000 used for public purposes in hundreds of different undertakings, and the first word of serious complaint is yet to be uttered, either as to its business methods or its faithfulness to the trust that is imposed in it. Each special fund that is handled is kept in a separate account from the Chamber's own finances, and the practice has generally prevailed of making a full and detailed printed report to subscribers at the end of each transaction.

The secretaries of the Chamber have for a number of years kept scrap books of all printed matter, including circulars to members, notices, announcements, etc. ; and these are often examined with great interest by visiting officers of other organizations, as they give a very clear idea of the practical methods that were employed in building up the institution.


ORANGE SHIPMENTS IN BOXES FOR FIFTEEN YEARS


COMPARISON OF BUILDING IN SEVENTEEN CITIES IN PROPORTION TO POPULATION
OMAHA
CINCINNATI
NEW ORLEANS
LOUISVILLE
BUFFALO
ST. PAUL
CHICAGO
TOLEDO
DETROIT
ST. LOUIS
MILWAUKEE
MINNEAPOLIS
CLEVELAND
PHILADELPHIA
PITTSBURG
LOS ANGELES
BROOKLYN
10.42

EXPLANATION OF CHARTS 8 AND 9.

At the time the Chamber of Commerce was organized the shipment of oranges amounted to only half a million boxes a year; now they aggregate nearly six million boxes. The diagram on the opposite page shows the fluctuation of the crop from year to year in the interim. The volume of the product has been affected in some years by frosts, and in others by various local or temporary conditions, but in the main there has been a steady increase, as new acreage is planted and comes into bearing.

These figures are usually given in carloads, which is misleading, as the measure of the carload has been changed from 300 boxes to 334 and now to 362. These figures are therefore more accurate.

The building charts (Nos. 6 and 7), given before, show that 1899 was by no means an exceptional year in Los Angeles, whereas in the Eastern States it has been an extraordinarily prosperous year, with a large amount of development in progress. If, therefore, a comparison made between Los Angeles and Eastern cities on the relative amount of building to population in 1899 shows in favor of the Southern California city, it is safe to assume that its general average would be high in a comparison covering a wider field. The figures shown in the opposite table are obtained by dividing the total of building expenditures among the population of each city. New York city, which somewhat exceeds Los Angeles, and Washington, where Government works are in progress, are omitted from the list.

CHAPTER IX.

The Chamber and the Citrus Industry.

ONE distinctive feature of Southern California, as compared with other sections of the Union, is the great variety of its resources and hence of its industries. This is due to the adaptability of its soil and climate to practically every form of agriculture practiced in the temperate zone as well as to many that are at home in the tropics, and it is due also to its peculiar geological formation and to its location. It has no one product that absorbs the industry of the great mass of its population as wheat does in Kansas or Nebraska, corn in Illinois, or stock in the Western States. It has, however, a leading industry, a product which engages more people in its pursuit than any other, and that is citrus fruit, the orange and the lemon.

The value of the orange and the lemon crop to the producer is at the present time about seven million dollars. Its relation to other products, or sources of income to the country, may be estimated in three ways. First, its place, as among the exports is not merely that of a leader, but it is more valuable than all others combined, if we except from the calculation the precious minerals. Second, its place among the various factors that bring outside money into the country is second only to the climate which brings each year tens of thousands of tourists and of settlers, all of whom are provided, of course, with money which they lay out either in seeing the country or in buying property and making improvements for permanent residence. What income the country receives from this source cannot easily be computed; it must reach in the aggregate, however, enormous sums, vastly in excess of the orange crop. Thirdly, when the citrus product is compared with all others, whether they are for home consumption or export, it will be found to constitute about 20 per cent of the total.

From these comparisons it will be seen that the orange and lemon industry constitutes a great factor in the prosperity of Southern California, and that it is fully entitled to the large amount of attention it has received from the leading commercial body of the section.

At the time the Chamber of Commerce came into existence this industry had attained, as compared with its present size, but insignificant proportions. Its relative importance was, however, almost as great, for the reason that nearly all the industries of the country were at that time in their infancy. The crop of 1887-8 consisted of 217,500 boxes, worth, even at the high price that prevailed in those days, only about $850,000. The crop of the succeeding year was under 300,000 boxes. We produce now about twenty times as much. The assessor's figures for 1888 showed 700,000 trees in Los Angeles county, including Orange, a territory that now has about ten million trees; and 200,000 in San Bernardino county, including Riverside, an area that now has twenty million trees. In short, this product has, in the period we are considering, increased, as to value of crop, ten times over, as to quantity, twenty times, and as to number of trees, thirty times.

The orange industry may at the present time be fairly considered a success, for the great majority of those who engage in it are getting reasonable returns for their labor, and good interest on the investment; and furthermore, it may be said that its outlook is promising enough if present conditions can be maintained; but it has, nevertheless, passed through a number of serious crises in its short history, and there were times when its complete extinction has been discussed as a possibility. In the work of fostering, protecting and developing the orange business, the Chamber of Commerce has found plenty to do, nor are its labors in this field likely soon to come to an end. Many and grave are the problems connected with the growing of the fruit, involving matters of water supply, fertilization, pests and frost; but more numerous and more serious are the issues that arise on the commercial side, questions of transportation, marketing, prices, over-production, and the working up of valuable elements of the product that are now wasted.

In the Orange District.

The season of 1889-90 was one of the darkest epochs in the history of the orange industry, owing to the presence of a pest known as the white scale. It was a soft, cottony creature, that fastened itself on the underside of the branches and twigs, and drew out the very life-blood of the tree. Los Angeles county, which was at that time the largest producer of citrus fruit, marketing more than twice as much as all other counties combined, was the center of the attack, and the disease was spreading rapidly in all directions. Trees that were thoroughly infected bore no fruit. The pest seemed to be impervious to all forms of washes, and for a time the growers were in utter despair.

Suddenly relief came. A species of lady-bug known as Vedalia Cardinalis was introduced from Australia by the State authorities, and set to work in the Southern California orchards. In an incredibly short space of time—less than a year—the white scale was completely extinguished, and the suffering trees regained their strength and fruitfulness. From that day to this, the orange industry has escaped serious injury from pests. There are other scales which are sometimes an annoyance and a source of expense to the grower, but local measures of inspection and fumigation keep them under complete control. At the present time some apprehension is felt among orange-growers with reference to the Morelos worm, which is to be found in much of the fruit coming into this country from Mexico, but the Chamber of Commerce and other organizations are at work to secure the enactment of national quarantine measures that will prevent the infected fruit from crossing the boundary.

Some measure of that description will undoubtedly pass, and this source of danger be removed.

The Chamber assisted in the distribution of the vedalia, and both at that time and subsequently urged upon State and county authorities the necessity for strict measures of inspection and quarantine. Several conventions of county supervisors from the Southern section of the State were held under the Chamber's auspices for that purpose. As a consequence, the industry is now well protected against dangers of this class.

The State legislature of 1889 passed an act that appropriated $10,000, and provided for four citrus fairs, two to be held each year, one in the North and one in the South, for a period of two years. The succeeding legislatures renewed the appropriations for four years more; and thus, at the time when the industry was undergoing its first great development, once a year, for a period of six years, the growers of citrus fruit were brought together and made a display of the best of their product, and premiums to the amount of $2,500 were distributed among them. Looking back at these fairs now at a distance of four years it is easy to see that they were a most important help in advancing the citrus industry and improving its condition.

The provision of the law that half of each $10,000 should go to the northern part of the State, where oranges were not and probably never can be grown as a commercial proposition, was an absurdity, as was also the provision that the fairs should be held under the Supervision of the State Board of Agriculture, an organization whose chief function has been thus far the encouragement of horse-racing. The State Board, however, took a very sensible view of the situation, and turned the work of management over to the growers of Southern California, who met at the Chamber of Commerce, and in coöperation with that body proceeded to hold the fairs, the first and second at Los Angeles, the third at Colton, and the fourth at Los Angeles, the fifth at San Francisco, and the sixth at Los Angeles again. These took place during the years 1890 to 1895.

Objection was made to these fairs at the time by not a few of the growers, on the ground that they were in the interests of land-owners, who desired, by attract-

Liberty Bell of Oranges.

ing attention to the industry, to market their orchard properties. On the other side, it was said that the conditions of the industry would undoubtedly be improved by its enlargement, as it would secure better terms from the railroads, and push its way into new markets. The latter view was undoubtedly correct. Although the price of oranges is lower now than in 1890, the industry is established on a much firmer basis, and in the long run the returns to the grower are larger. The very size of the crop gives it a standing commercially that it could not attain when it was but a few hundred carloads. The Chamber of Commerce, which raised the guarantee fund for the fairs held in Los Angeles, and in a general way superintended them, was severely criticised at the time by many of the growers, on the ground that it was assisting to bring competition into an overcrowded field, but subsequent experience has shown that the industry was benefited by this competition.

The fruit displayed at these fairs was put up in striking and attractive forms, and great crowds gathered to view them. Premiums were awarded for best county displays, best locality displays, and best exhibits by individuals. The appropriation for premiums was held to include all semi-tropic agricultural products, and displays were made also of raisins, figs, olives, etc., although the orange and lemon overshadowed them all.

The same advantage of comparison and consultation among the growers was gained at these fairs that has already been described in the case of the Permanent Exhibit of the Chamber. They helped to solve many of the problems that then beset the grower at work in his orchard, and the standard of excellence of citrus fruits in Southern California was raised a good many degrees by this process. Furthermore they brought growers together from every section of Southern California, and these came to know one another as they had never done before, and to consult regarding the general welfare of the industry. For all such gatherings the Chamber provided the rooms, and in many cases sent out the call that brought them together.

During the years 1892 to 1895 the citrus industry found itself beset by a new danger, one which was for the moment erroneously supposed to be over-production, but which was finally traced to an entirely different cause. Up to this time it had been supposed that no difficulty would be encountered in finding a market for the product until the crop had grown to enormous proportions, but now, on a very slight increase in the quantity of the product, the market suddenly dropped out of sight, and a large part of the fruit was practically unsalable. The crop had heretofore been purchased either by local dealers or the representatives of Eastern houses, as it hung on the tree, and very satisfactory prices were paid, $2 to $3 for seedlings, and $4 to $5 for navels. The splendid profits which were afterwards doubted and ridiculed—$400 to $800 an acre—were certainly to be found occasionally up to that date. The demand in the East for the new California seedless fruit was lively, and the dealers, or at least those of them that avoided reckless speculation, made money. In 1892 and '93 prices began to fall in the Eastern market, and not a few dealers were badly caught, and several failures occurred. In the meantime a number of irresponsible and inexperienced men had entered the business. These secured fruit on commission by specious promises of large profits to the grower, which was the more easy, because the legitimate dealer, whose fingers had been scorched in the last year's transactions, hung back and hesitated to bid. Thus the fruit cost the dealer nothing, and in most instances he even compelled a grower to sign an agreement making the latter responsible for the freight.

It was now, of course, impracticable for any dealer to buy fruit on the tree, for he was likely to be driven from the market, when he undertook to sell, by some one who was provided with plenty of free ammunition with which to carry on a fight. In an incredibly short space of time, under this disastrous plan, the Eastern market for the California orange was absolutely ruined, and the fruit itself was damned most emphatically by every jobber who had found himself caught with a carload for which he had paid cash and was compelled to sell against some neighbor who had his on consignment, which meant practically for nothing. It was a singular illustration of how badly the "natural law of supply and demand," so much lauded by the political economists, works occasionally when it is left entirely to its own devices. Nobody profited by this performance anywhere along the line, except possibly the Italian retailer on the streets of the Eastern city. As for the growers, although the chaos ruled but three years, a great many were almost completely ruined, and not a few were driven from the business. Here and there a carload in the hands of some especially honorable and skillful dealer managed to get through to a market that was not demoralized, and brought a fair price to the grower and a good commission to the dealer; but in a great majority of cases the grower got nothing, and in some instances was compelled to pay the freight for the unsalable fruit.

It was evident from the beginning that only one form of treatment would cure this evil, and that was organization. A combination of the dealers was first attempted, and it failed. The Chamber of Commerce had been urging the growers to unite, and had tendered its rooms for their use, and the leading orchardists of Riverside had been urging the same plan. A number of gatherings were held at the Chamber in Los Angeles, and out of these was finally born the organization known as the Southern California Fruit Exchange, which was the influence that at last brought order out of the chaos. It is almost the only example in existence of a combination of the actual producers of an agricultural article that has held together for a considerable period of time, and has achieved the practical results for which it was organized. It is in no sense a trust, for it handles only about one-third of the total product, and it makes no effort to control prices, except in so far as a systematic handling and a consistent distribution of the crop among the Eastern markets may accomplish that end. A sufficient number of the growers joined the movement to put a stop to the reckless and indiscriminate consignment of fruit to irresponsible dealers, and to raise the entire work of handling the crop to a reasonable standard of fairness and system. In this way it has extracted from the slough of confusion not the grower alone but the local dealer and the Eastern jobber as well. It is scarcely conceivable that a return will ever be made to the unhappy arrangement that prevailed in the early nineties.

As the crop increased in volume it became necessary to open the market of the Atlantic Coast States to the product, and to accomplish this Congress was urged by the growers, aided by the Chamber of Commerce, to raise the tariff on citrus fruits from about one-third of a cent a pound to one cent a pound—a specific, definite duty instead of the vague, irregular one that had prevailed. This change was accomplished in the Dingley Bill of 1897, and the citrus industry was benefited to the extent of a million or more of dollars per annum, with no material increase of cost to the Eastern consumer.

In all the displays made by the Chamber of Commerce at industrial fairs, citrus fruit, which, by its beauty and richness is peculiarly adapted to show-purposes, was made a striking feature. After the second citrus fair in 1891, the entire display, which was in many respects the finest ever held, was carried to Chicago, and shown there in the Exposition Building on the Lake Front, in a show which was called the "Orange Carnival." It was visited by over 120,000 people, and the gate receipts paid practically all the expense of the display — a marvelous achievement, when all things are considered. A gigantic tower of oranges in the Horticultural Building, at the World's Fair in Chicago, was voted by general opinion to be the most striking feature of its kind at the Fair, and at Atlanta, and at the Midwinter in San Francisco, and the Trans-Mississippi Exposition in Omaha, similar displays were made with most gratifying results. The citrus element in the Permanent Exhibit of the Chamber has always proved an attractive part of the display, and in order to keep this up to the highest standard, the Chamber for a number of years was accustomed to give a set of handsome and valuable gold and silver medals to the growers of the best boxes of different varieties.

Doubtless the citrus industry would have been a most important element in the welfare of Southern California, even if the Chamber of Commerce of Los Angeles never had existed, but no one can say just how much of its present solid prosperity is due to the wise assistance given by that body at critical times in its history. The growers who are most familiar with the difficulties of the past ten years thoroughly understand and often comment with gratitude upon this fact.

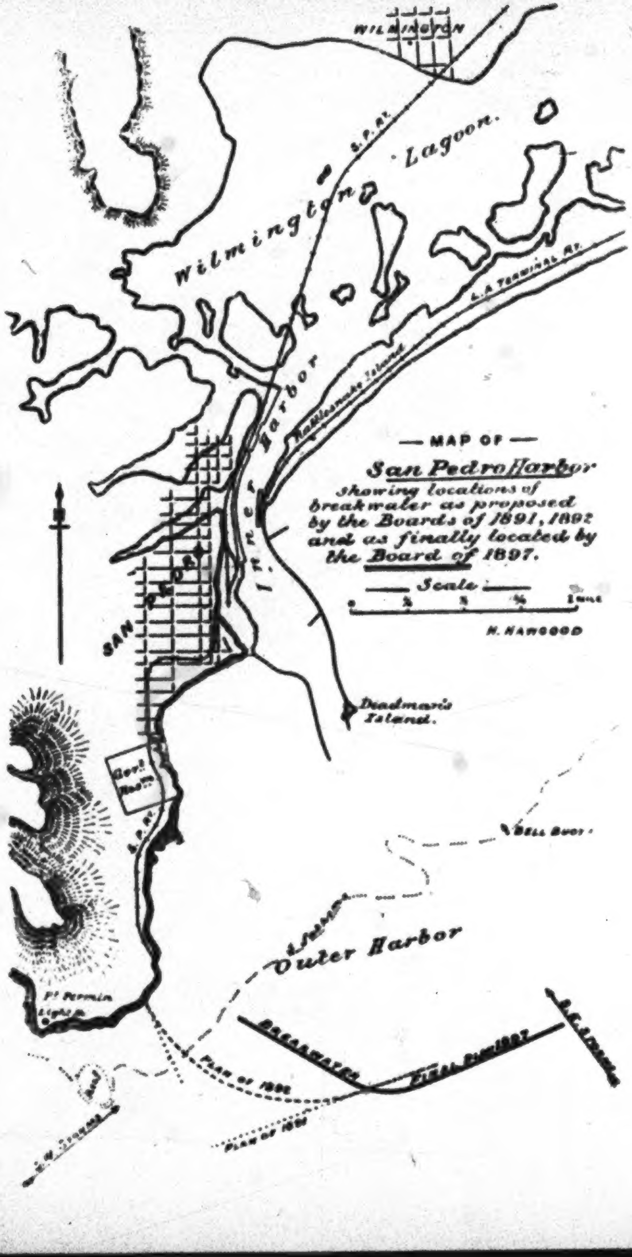
Chapter X.

The Contest for a Free Harbor.

IN the opening chapter of this volume reference was made to the one specific instance where the Chamber of Commerce took part in a controversy and used its energies to frustrate the wishes, and perhaps the interests, of a section of its membership. This was so entirely at variance with the usual policy of the organization, that it is safe to assume that some extraordinary cause must have existed. The San Pedro Harbor controversy was indeed a most remarkable affair, and is well worthy to be considered in a chapter by itself. Scarcely any topic relating to Los Angeles has been more widely discussed, and a small volume by the present writer which dealt exclusively with "The Contest for a Free Harbor at Los Angeles" was reviewed in the leading papers of the country, as containing much that was of value to the student of sociology.

For a period of about seven years the people of Los Angeles and vicinity were divided into two hostile factions on the question of the location of a deep-water harbor to be built by the United States Government for the accommodation of the commerce of this section of the State. The engineering authorities of the government and a large majority of the people of the Southwest favored San Pedro. The Southern Pacific railway and a number of citizens of Los Angeles and all the people of Santa Monica favored the site known as Port Los Angeles. It may be admitted in advance that each faction had something of a "case"; that is to say, it was not an issue where the argument was all on one side. The Chamber of Commerce after due deliberation—a deliberation which finally culminated in a ballot among the members—took the side of San Pedro, and plunged into the fight with the same vigor and persistency that it had shown in other matters. In the final outcome San Pedro won. Whether that site could have achieved success without the assistance of the Chamber, or in the face of its opposition, is hardly open to be discussed ; for the leaders in the contest on each side have repeatedly declared that the Chamber was one of the two or three strongest factors of the fight.

When it became evident, as it did in the later eighties, that Los Angeles was to be the commercial metropolis for the Southwestern section of the United States, the question of deep-water harbor facilities in that locality came before Congress for serious consideration. Between San Francisco on the north and San Diego on the south—a distance of over 600 miles—there is no harbor suitable either for the commercial use of great ocean-going vessels or for a haven of refuge in time of storm. There are a number of excellent roadsteads along that coast, and Santa Monica, which is twenty miles west of Los Angeles, and San Pedro, which is twenty-four miles south, are notable among these. There is, moreover, at San Pedro an interior bay, which it was long ago decided could be made available as a harbor for vessels of light draft. The ocean commerce of Los Angeles began through San Pedro. When Richard H. Dana visited this coast in 1835 as a sailor on a Yankee trading ship he found San Pedro the chief "embarcadero" for the most prosperous section of all California ; and he describes



— MAP OF —

San Pedro Harbor
showing locations of
breakwater as proposed
by the Boards of 1891, 1892
and as finally located by
the Board of 1897.

Scale
0 ¼ ½ ¾ 1 mile
H. HAWGOOD
WILMINGTON
S. P. RY.
Wilmington Lagoon.
L. A. TERMINAL RY.
Rattlesnake Island
Inner Harbor
SAN PEDRO
Deadman's Island.
Gov't Res'n
S. P. RY.
Bell Buoy
Outer Harbor
Pt Fermin Light H.
Plan of 1892
Plan of 1891
BREAKWATER
Final Plan 1897

most graphically in his "Two Years before the Mast" the primitive methods of landing and receiving goods that prevailed in that period. Los Angeles was then a small Spanish-American pueblo of a few hundred inhabitants, and the trade was chiefly in hides and tallow, from the great herds of cattle owned by the missions and the first settlers. In 1869, the first railroad of Southern California was laid between Los Angeles and the ancient port, and a considerable population and trade sprang up at the latter place and at Wilmington, which is the town at the upper end of the lagoon. This railroad subsequently (1876) passed into the possession of the Southern Pacific Company, which had crossed the Tehachapi into Southern California.

In 1869, a project was broached for the improvement of the interior harbor of San Pedro, and the initial appropriation was secured in 1871 by Col. S. O. Houghton, who at that time represented the district in Congress. This plan contemplated the construction of a breakwater of loose stone, connecting Terminal Island with Dead Man's Island, and another, beginning at Timms' Point and running parallel to the first, about a thousand feet to the west. The total sum required was $900,000, and the work would, it was believed, lower the bar from one and one-half feet at mean low water to fourteen feet. The money was granted by Congress in sums of varying magnitude during the years from 1871 to 1892. During much of that period the appropriations came so slowly that the work was sadly hampered; nevertheless the results were all and more than had been promised. At the time the Chamber of Commerce began its agitation for a deep-water harbor, there was at San Pedro an interior harbor which could be used with perfect safety and convenience by vessels drawing seventeen and eighteen feet of water, and as far as mere coastwise trade was concerned the city was fairly well accommodated.

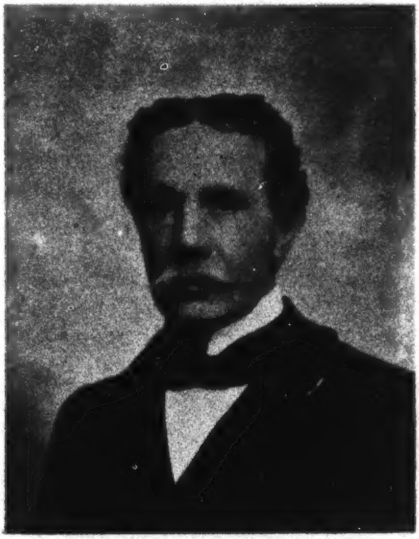
Santa Monica began to be known as a summer resort and bathing beach in the early seventies, and in 1875 the Los Angeles and Independence Railroad was built, connecting that city and Los Angeles, by John P. Jones, of Nevada, now United States Senator, and J. S. Slauson and others. It was intended as a competitor to the San Pedro railway, which was charging exorbitant rates, as they were regarded, for transporting passengers and freight from the sea-board to the city. A wharf was built out into the bay, and for a time the boats of the Pacific Coast line discharged and received cargo and passengers there. In the course of a few years, however, this road came into the possession of the Southern Pacific Company, and the wharf at Santa Monica was abandoned and partially destroyed on the ground that it was unsafe.

In 1888, when the Chamber of Commerce began work to secure appropriations for a deep-water harbor, Santa Monica was not regarded, even by those who lived in that place, as a serious factor in the affair. The selection of San Pedro by the engineering authorities of the Government as the proper point for improvement, and the expenditure of such considerable sums for the construction of an inner harbor, seemed to preclude the possibility of considering other sites for deep-water purposes. However, that there might be no future doubt or question, a bill was passed by Congress in the summer of 1890, at the request of the people of Los Angeles, calling for the appointment of a special board of engineers to examine the coast from Point Dume to Point Capistrano, and to report a project for deep-water harbor to be located at some point which they should designate.

This board consisted of Col. G. H. Mendell, Lieut. Col. W. H. H. Benyaurd, and Lieut. Col. G. L. Gillespie. The two first named had been employed for several years on the San Pedro work, and were thoroughly familiar with the local conditions.

The report which was tendered about a year later to Congress (December, 1891) was unequivocally in favor of San Pedro, and advised an appropriation of about three million dollars for the undertaking.

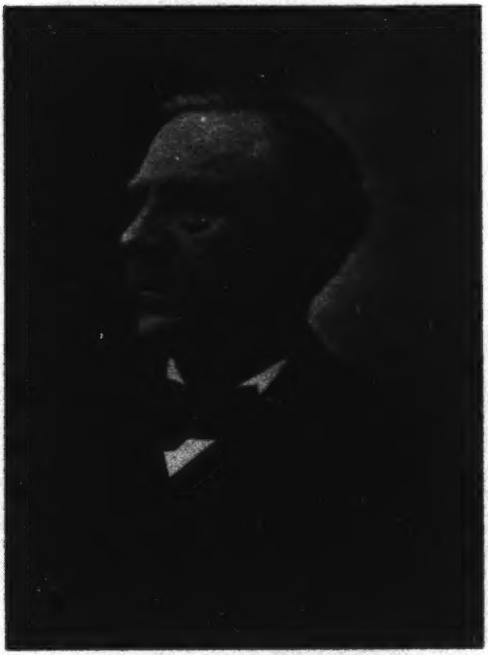
In the meantime the Chamber of Commerce had opened its campaign by the preparation of a memorial



Lieut. Col. W. H. H. Benyaurd.

to Congress, and by inviting all the Senators and Representatives, who were within available distance, to visit Los Angeles and San Pedro. Many responded, and through this and other means the need for a deep-water harbor in the vicinity of the commercial metropolis of the Southwest was made generally known. Among those who visited San Pedro was Senator Wm. P. Frye, of Maine, who happened to be on the Coast in 1889. Mr. Frye was not pleased with the appearance of San Pedro, and declared with perfect frankness that he did not believe a harbor ever could be constructed at that point. He spent a day with Senator Jones at his residence on the bluff at Santa Monica, and there he made up his mind, with surprising rapidity, that an excellent harbor could easily be constructed in that vicinity. As Mr. Frye was then, and remained for a number of years, chairman of the Senate Committee on Commerce, which passes on all harbor appropriations, the subsequent upsetting of the plans of the government engineers and the many difficulties that lay in the path of securing appropriations for San Pedro are largely attributable to the sudden off-hand conviction of a worthy senator of the United States, who seemed to hold that the location of harbors should be determined by inspiration rather than by scientific research and experiment.

The Southern Pacific showed every desire to assist in the effort to secure appropriations for San Pedro, and was indeed at work putting out a wharf near Timms' Point, when the presidency of the road changed from Senator Leland Stanford to Mr. C. P. Huntington. About this time the Redondo Railway constructed a wharf at Redondo, and the Santa Fé followed its example. Freight and passengers from the north could reach Los Angeles by way of Redondo nearly a day sooner than by way of San Pedro, and the business of the latter port began to show a serious falling-off. To checkmate this acute play of his adversaries, the new president of the Southern Pacific extended his Santa Monica line to a point three miles farther up the coast, which was called Port Los Angeles, and here a great wharf, nearly a mile in length, was built. In this



Senator Wm. P. Frye.

way, the lost business was recovered to the Southern Pacific, but San Pedro continued to suffer, and the projected wharf at Timms' Point was abandoned.

In 1892, shortly after the report of the Board of Engineers was laid before Congress, Senator Felton introduced a bill appropriating $250,000 to begin work on the deep-water harbor at San Pedro. While it was under consideration in the Committee on Commerce, a telegram was introduced by Senator Frye from Wm. Hood, the chief engineer of the Southern Pacific Company, in which it was set forth that a harbor at San Pedro would prove worthless, if it was constructed, because the bottom was rocky and would not serve for holding-ground. It became evident to Senator Felton that the effect of this telegram combined with the inevitable and determined opposition of the chairman of the committee would destroy all chance of securing an appropriation, so he asked for the appointment of a new board of engineers who should consider specifically and in detail the respective merits of San Pedro, Redondo and Santa Monica, and report back to Congress. This plan was adopted, and a second board was appointed to investigate, consisting of these: Col. Wm. P. Craighill, Lieut. Col. Henry M. Robert, Lieut. Col. Peter C. Haines, Maj. C. W. Raymond and Maj. Thos. H. Hanbury.

The directors and members of the Chamber were considerably mystified by the change of front of the Southern Pacific railway, and not a little chagrined at the sudden interruption of their plan for deep-water commercial development; nevertheless they accepted the inevitable with good grace and declared a willingness to submit the whole issue to this new board for final arbitrament. In the year that ensued, before the decision of the Craighill Board was rendered, the Chamber abstained from taking action that should seem to favor one locality as against another, but contented itself with rendering whatever impartial assistance it could to the work of the board.

The report was submitted to Congress in the closing days of 1892. It reviewed the whole situation with thoroughness and perspicuity, and declared that San Pedro was preferable on every consideration. It estimated the cost of construction at about $2,900,000.

This decision was hailed as a final quietus on the controversy between the adherents of the two locations. The engineering authorities of the government having designated, not once but twice, and in effect three times (for the original selection of San Pedro in 1869 had involved the question of comparative merit) where the harbor should be located, there seemed no other course for the Chamber to pursue than to work for appropriations for that site. There were, however, not a few members of the organization who thought otherwise. The Southern Pacific had not changed its attitude, on the publication of the report. It was, indeed, quite as firmly as ever in favor of the Santa Monica location, and Gen. Chas. Forman, who had been appointed a special delegate to Congress by the Chamber, and T. E. Gibbon, Esq., who accompanied him, as the representative of the Terminal Railway interest, found the way to an appropriation still beset with tremendous obstacles.

The argument of the Santa Monica adherents ran about as follows: The Southern Pacific is opposed to San Pedro because it can never do business with Los Angeles through that port as against the Santa Fé at Redondo, and also because its engineers honestly believe no satisfactory harbor can be constructed there. Mr. Frye is unalterably opposed to San Pedro. These two influences can forever prevent any appropriation falling to San Pedro, whereas money can easily be secured for Santa Monica. It makes no material difference to the city of Los Angeles which place is selected, and nothing is to be gained by continuing the fight.

On the other hand, the San Pedro followers asserted that in matters of harbor improvement the engineering authorities of the government were more powerful than Mr. Frye and the Southern Pacific Company both combined; that no appropriation would ever be made by Congress against their specific recommendations; and that the Southern Pacific wanted the harbor at Santa Monica because there it had a monoply of the water front, while at San Pedro it must share all business with the Terminal, and that such a monopoly would in the long run prove most disastrous to all independent commercial interests.

During the years of 1893 and 1894 Congress refused to act on the matter, and the discussion waged with great fierceness in Los Angeles. In the month of April, in 1894, when the Directors of the Chamber were about to select a delegate to go to Washington in the interest of San Pedro, it was discovered that a considerable change of sentiment had taken place among the members of that body, and, as a deadlock on the issue seemed imminent, a petition was presented asking that a vote be taken among the members of the entire Chamber. A lively campaign of about a week's duration followed; and a formal secret ballot was then taken. Of 550 members which the Chamber had at that time 459 voted, 131 for Santa

Monica and 328 for San Pedro. This settled the question, as far as the Chamber was concerned. Its members, by a majority of over two and a half to one, favored the port selected by the engineers.

There still remained four years of hard work and determined fighting for the Chamber to pass through, before the appropriation was secured and the great undertaking commenced. The minority element in the organization did not rebel and withdraw, as many had declared would occur if the lines were closely drawn; on the contrary a considerable number of those who voted for Santa Monica declared that as the matter had been submitted to arbitration, so to speak, in the Chamber, they would go over to the majority, as nothing was to be gained by eternal warfare. The others remained in the Chamber, awaiting a time, as they frankly asserted, when the matter must come up for reconsideration. Just two years later their expectation was all but realized.

Immediately after the vote in the Chamber Mr. Geo. S. Patton was sent on to Washington as a special delegate, accompanied by Mr. Gibbon, but that year and the next nothing was accomplished. None the less the Chamber continued its incessant work of agitation, preparing memorials and circular letters, holding public meetings, entertaining influential men and showing them the harbor, putting the facts before Eastern newspaper publishers, and rousing public sentiment, West and East, by every conceivable device, to the necessity for the construction of the harbor.

A great piece of good fortune fell to Los Angeles at this time in the election of Stephen M. White to the Senate, a man, who, by reason of his residence in this city, was thoroughly familiar with all phases of the harbor controversy, and who was possessed of the brains, honesty, and courage that was needed at such a crisis. In the fall of 1895, an organization was formed known as the Free Harbor League, having for its object the assistance of the Chamber in its work for San Pedro. As the United States Treasury was at this time in a depleted condition, it was proposed by the League that the agitation for the outer harbor be

T. E. Gibbon, Esq.

laid aside for one season, and that a request should be put in merely for such a sum as would be needed for the partial improvement of the inner harbor of San Pedro, a matter of $400,000 In February of 1896 four delegates, H. G. Otis, W. C. Patterson, W. G. Kerckhoff and W. D. Woolwine were sent on to Washington to present this matter. They did so, and received assurances from the chairman and other members of the House Committee on Rivers and Harbors that the petition would be granted.

The people of Los Angeles were greatly astonished some weeks later when the news came that the bill, which was about to be reported to the House, contained not only the appropriation which had been asked for the inner harbor at San Pedro, but also the sum of $2,900,000 for Santa Monica. If the money had fallen out of the skies, it could hardly have been more unexpected, for none of the California members of the House, nor the California Senators, nor any representative body of the people, nor any other interest of any kind, save and except Mr. C. P. Huntington, had ever said one word about an appropriation for Santa Monica.

Upon this, the old controversy started up in a somewhat new form, but with more than its ancient virulence. The Free Harbor League protested against any money being spent on the Santa Monica harbor, and demanded that the $2,900,000, if such a sum were possible to be secured, should be devoted to San Pedro. The Chamber was urged by the Representative of the district, Mr. James McLachlan, to act on the issue, and the Directors passed a resolution reaffirming their allegiance to San Pedro. This policy was unsatisfactory to a number of the members, who signed a petition, just as had been done two years previously, asking that the matter be resubmitted to a general vote, but the petition was thrown out on a technicality, and in the meantime the House acted. The bill going up to the Senate, Senator White succeeded, after a long and determined fight, in which a number of Senators discussed the whole question in open session, in getting the item of $2,900,000 placed on the continuing

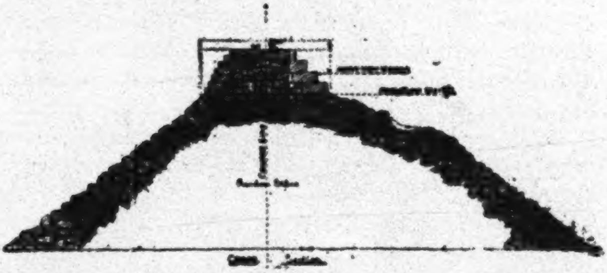
Admiral John G. Walker.

contract list, to be expended for one or the other location as should be determined by a new Board of Engineers (this was the third), to consist of one from the Navy, one from the Coast Survey, and three from civil life appointed by the president. This was regarded as a great victory by the San Pedro faction, for it seemed to be generally conceded that if the issue was reduced to the mere question of the merits of the respective sites, San Pedro would surely win.

In December of 1896 the new board met in Los Angeles. It consisted of Rear Admiral John G. Walker, A. F. Rogers of the Coast Survey, W. H. Burr, Geo. S. Morrison, and Richard P. Morgan. Their report was filed the following March and was four to one in favor of San Pedro, the one being Richard P. Morgan.

One more obstacle remained to be overcome in the determined opposition of Gen. Russell A. Alger, Secretary of War, to the expenditure of the appropriation, and a whole year was consumed in listening to an extraordinary collection of excuses and reasons why the work should not be begun. At last, after he had been forced from one position to another, until the patience of the whole State and finally of the President himself was exhausted, the contract was let to the firm of Heldmaier & Neu of Chicago and the work began.

Through the whole of this long—and at times excessively bitter—controversy, while the Chamber found itself under the hard necessity of running counter to the direct interests of a number of its members, the utmost good feeling was maintained with reference to the organization itself, and the withdrawal of support on account of its position on the harbor issue was practically nothing. There was at the time no little criticism of the Chamber's action, but in the end it was agreed, almost unanimously, that it had carried itself with prudence and moderation.



Cross-section of Breakwater Work.

THE HARBOR WORK.

The breakwater upon which work is now in progress will be about 8,500 feet long, and will contain some 92,000 carloads of stone. The foundation layer is constructed of small stones (5 to 100 pounds) covering the ocean bottom two feet thick. On this lies the substructure, which is made of stones weighing from 100 to 4,000 pounds.

The superstructure will be constructed of stones weighing from 6,000 to 16,000 pounds each, arranged like steps.

The breakwater, when finished, will show at low tide a flight of seven steps with two feet risers, a total of fourteen feet, on the harbor side. On the sea side, the steps are about twice as high, and only four in number. At low tide only half the steps will be visible. Each end of the breakwater will be formed of a single block of concrete, 40 feet square and 20 feet high, surmounted with a light.

The cost of the work will be not less than $1,586,870. How much more than that may be expended will depend upon how closely the engineers have figured as to the total amount of material needed. It will require four years more to complete the work.

CHAPTER XI.

Letting the Light Shine.

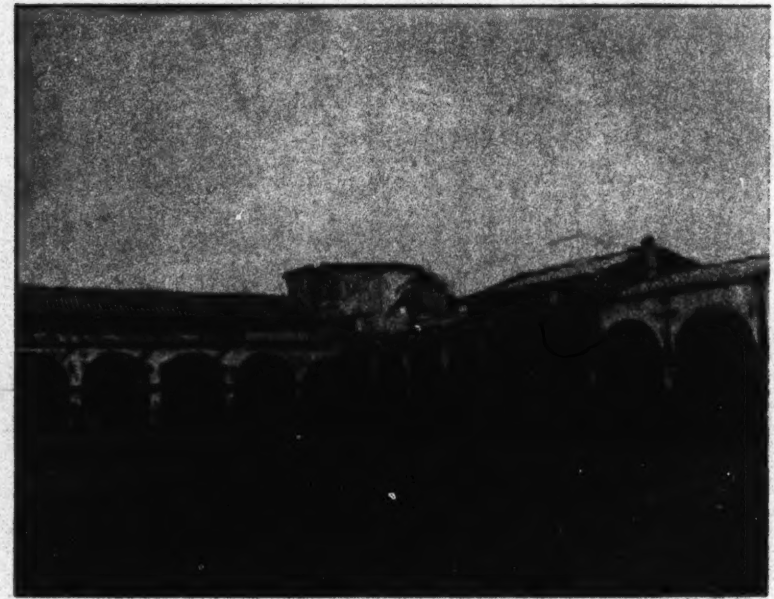
IN 1894 Mr. John P. Irish, a veteran San Francisco newspaper man, who had just returned from an extensive tour through the East, declared in a published interview that Los Angeles was the best advertised city on the globe, Chicago alone excepted. The same opinion has been expressed by thousands of others, many of them Easterners, and not a few of them Europeans and globe trotters, who found wherever they traveled, whether in this country or abroad, constant and abundant evidence that this city's light was not hid under a bushel.

The striking and characteristic feature of business life in the nineteenth century, that distinguishes it from earlier periods, is the universal practice of advertising. No one, not even the possessor of a trust or monopoly, expects to sell goods without making their merits known by some process. The growth and development of the daily newspaper and the extension of the practice of advertising have been simultaneous, the one depending upon the other in a considerable measure. Largely through the influence of the newspaper, advertising, which as formerly practiced through the medium of street bawlers and small "dodgers" was a nuisance and an impertinence, has achieved a dignified position, and is accepted as part of our system of life.

Of late years it has been discovered that a city or section of country that desires to gain in population and in capital for the development of its resources must avail itself of similar methods of advertising to those used by men of business. This is especially true of a district like Southern California which is located far out of the main lines of travel through the country, and whose advantages are of a peculiar order that must be described or illustrated in detail to be understood. Mr. Filcher of the State Board of Trade described the situation of California, and particularly the southern part of the State, when he said in a speech in Los Angeles, that California was like a merchant who had a fine lot of goods in a store on a back street, where few people passed; hence extensive advertising was a necessity. He might have added, moreover, that these goods were of a peculiar sort, that people would not believe in unless they saw them, and for that reason special forms of advertising were required.

There are a variety of agencies by which the advertising of a district is carried on, some of which operate naturally and without any particular plan or system, while others are deliberate and artificial. Every person who lives in a country, and prospers there, advertises its merits in his letters to friends at a distance, and in his talk when he travels. This is perhaps the most potent source of advertising in existence. Possibly more people now in Southern California owe their presence there to the suggestion of some friend previously on the ground than to any other one cause. The railroads are of necessity active advertisers of a new country, actuated by a desire to carry passengers over their lines and to settle up the country so that there may be plenty of freight business. The same is true, only in a less degree, of hotels, of manufacturers of local products, of land companies and of business men generally. All such advertising counts, although it has the disadvantage of being neither systematic nor disinterested. Another great factor in this line of work is the newspaper, which, for the reason that it is the natural mouthpiece for the community, speaks on every available occasion for the good of the section where it circulates. A great amount of entirely disinterested effort is put forth by the newspapers of a new country in the collection of material which, when published, may be useful in advancing the general interest. Doubtless there are many people who maintain the theory that these things give a newspaper circulation, and are for that reason of direct benefit to it; but it must be sadly admitted, in this day and generation, that the quickest and surest method for a newspaper to gain circulation is to publish sensational stories and to devote as little space as possible to the dry, uninteresting facts of material progress. Newspapers are entitled to more credit than they usually receive for the service they render the public interest in this regard.

But the most thorough, complete and systematic work in the advertising of a city or country is generally accomplished by the bodies organized for that purpose; and the Los Angeles Chamber has made a striking record in this field. It has published some thirty-five pamphlets, with an aggregate circulation of nearly a million, has circulated papers and pamphlets not of its own publication, but of satisfactory standard, that would make nearly a million more; and has shown, or assisted in showing, the products of Southern California to five or six million people in scores of different places and occasions.



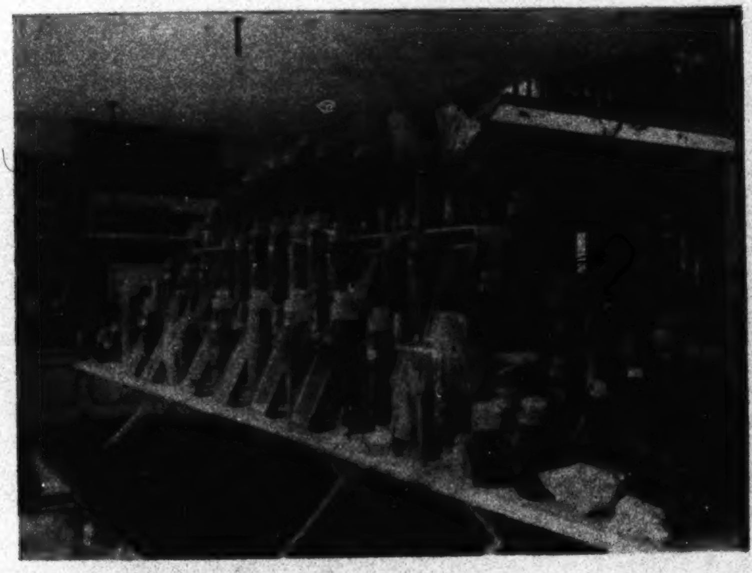
Spain in America.

The larger pamphlets, and those having the greatest circulation, have been general descriptions of Southern California or of Los Angeles county and city. The Chamber has managed to keep always on hand some book containing the latest general facts of importance about the section, written in an interesting style, and, as a rule, lavishly illustrated; and these books are used for distribution at the Permanent Exhibit, and in answer to inquiries through the mail. When a fair, or some display of special importance occurs, a book is issued for particular use at that time. Thus, for the World's Fair at Chicago, a volume of 136 pages titled "The Land of Sunshine"—a name since then used by Chas. F. Lummis' magazine—was issued in an edition of 75,000 copies, and at the same time a smaller book on the city and county of Los Angeles was published, to the number of 50,000 copies. Both these works were by Harry Ellington Brook of the editorial staff of the Times, a writer who possesses wide knowledge of the resources of the country, and who has the faculty of presenting his facts in an interesting manner. He has for several years done a considerable part of the Chamber's pamphlet writing.

The Southern California Bureau of Information, which was founded in 1892 as an adjunct of the Chamber of Commerce, published in September of that year a pamphlet of 112 pages entitled "Southern California," an edition of 50,000 copies. A unique method of distribution was chosen for the book. A copy was sent through the mail to the editors of eight thousand publications in States from which immigration to Southern California was to be expected. With each book was a printed notice to the effect that it would be sent by the Chamber of Commerce to every inquirer who would enclose a two-cent stamp. The postage on the book was four cents, but the stamp was demanded as a guarantee of good faith, so to speak. About three thousand papers published the notice, free of charge, as a matter of interest to their readers, thus giving the book an advertisement in a circulation of about two millions. The result was an overwhelming demand for the pamphlet from every part of the Union, and the entire 50,000 copies were thus intelligently placed. In the three or four years that followed, people frequently came into the Permanent Exhibit carrying well-worn copies of the book, and explained that they had come to the Coast largely through the influence of this publication.

In 1888 the Chamber published a pamphlet of general information to the number of 10,000 copies; another of similar character was issued in 1890, 25,000 copies, and again in 1891, 50,000 copies. A special pamphlet was published in 1895 for the Atlanta Exposition, 25,000 copies, and again for the Trans-Mississippi at Omaha, 50,000 copies. Recently a pamphlet was prepared for circulation in the Klondike, and 10,000 copies were scattered in that frozen country, for the purpose of emphasizing the advantages of the Southern California climate in a place where they would be most keenly felt. The last publication of this sort was one entitled the "Land of Promise," of which 100,000 copies were printed for the Chamber by the Los Angeles Times.

Besides the publications of a general character, the Chamber has issued a large number of special pamphlets, leaflets, and circulars, dealing with various interests, and giving information that is of service in some one particular line. In 1893, for example, just before the meeting of the International Irrigation Congress in Los Angeles, an illustrated pamphlet of 48 pages dealing with the topic of Irrigation in Southern California was issued, 12,500 copies, and after the Congress adjourned its proceedings taken verbatim, 162 pages, illustrated, an edition of 5000 copies, was issued and sent to people interested in the subject of irrigation all over the world. During 1896 a series of small pamphlets dealing with such topics as the orange, the olive, beet sugar, deciduous fruits, health and climate, petroleum, etc., etc., were published and distributed as inquiries were received bearing on those matters. In 1898 an attractive little book was issued en-



A County Display.

titled "How We Grow" showing photographs of twenty business blocks in process of construction, all taken on the same day.

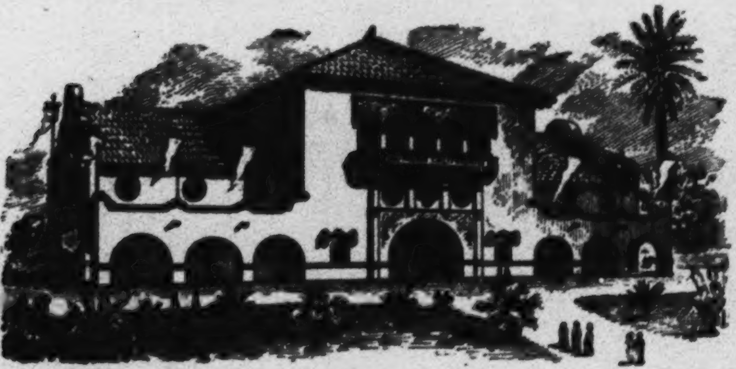
Most commercial bodies issue an annual report which contains an account of the year's proceeding, to which is added such statistics and business reports as are obtainable. The Los Angeles Chamber has followed a different practice. The report of the proceedings of the organization, together with the speeches at the annual banquet, appears in a pamphlet published each year under the title of "The Members' Annual", and it contains only such matter as may be supposed to be of special interest to the members and their friends. The statistics and other general matter is reserved for use in the other publications which have been described. The "Members' Annual" is a handsome book of about 100 pages, illustrated with pictures of the Chamber and containing a full list of the membership. At various times other continuous publications were attempted, but none permanently maintained, owing to the expense. In 1890, while Mr. Hanchette was Secretary, a monthly bulletin was issued which contained crop reports showing the returns actually secured by several hundred fruit growers and general farmers, in the production of all the leading articles of export and domestic use. The facts thus obtained were of great value as a practical illustration of the avantages of agriculture in Southern California as against the same pursuit carried on in other parts of the Union. The Chamber also published for a time a guide to the city of Los Angeles, containing a map and such information as would be needed by travelers.

The literature thus far described has been that published either by the Chamber directly or under its auspices. In addition to that, a great amount of valuable material has been circulated which was donated to the Chamber by local publications and by commercial organizations of other cities, by railways and hotels, and by enterprising commercial houses and banks. All such publications are carefully examined, and if free from objectionable matter they are used where they may prove of service to the country. Three daily papers of Los Angeles, the Times, Herald and Express, regularly send the Chamber a large number of copies of their annuals; and local publications, like the Land of Sunshine monthly, the California Cultivator, and the leading weekly papers through the the southern part of the State are accustomed to supply many thousands of copies for the Chamber's use. The various counties and localities that are represented in the Permanent Exhibit regularly maintain tables of literature, and from these all inquirers are supplied.

Valuable as this vast distribution of literature about the country has been, aggregating two million pieces, and examined, perhaps, by one adult out of every five in the United States, it cannot be compared in actual results in attracting immigration with the displays of California products which the Chamber and its allied organizations have made in the great fairs and elsewhere. Leaving out of the calculation those exhibits which have been made here on the ground, such as the citrus fairs, the agricultural fairs, the Permanent Exhibit and others, which were of great value for the instruction they gave to vistors, the displays at a distance, beginning with "California on Wheels," in 1889, and extending through all the leading expositions that have taken place in this country or abroad for a period of ten years, must be of incalculable value to Southern California in attracting visitors and people who will develop the country, either by labor or capital or by both. The "California on Wheels" was a car fitted out with products of this State, which visited every town of importance in the Middle West in a tour of two years, and over a million people passed through its doors. The Orange Carnival entertained over 100,000 visitors in Chicago in 1890. It is worth while to stop and relate a very successful piece of advertising by which that show was brought to the attention of the Chicago people. Owing to limited funds the Chamber was not able to use much newspaper space, and it was a problem how to make the people of that great and busy city know that such a display existed. A quantity of complimentary tickets, good for the opening night only, were printed, and notice was given out through all the newspapers in Southern California that anyone who had friends in Chicago could have tickets for them by applying to the Chamber of Commerce. A handsome circular was printed to be sent with the tickets, describing the show, and giving some facts about the orange industry in Southern California. Twenty thousand of these tickets and the accompanying circular were given out, and the result was that on the opening night the streets about the Exposition Building was so packed with people and vehicles that squad after squad of police were ordered to the scene to prevent a riot. Thousands upon thousands were turned away unable to get into the building. The Chicago papers of the following day described it as a most remarkable sight, and expert amusement men declared it a phenomenon in the way of a first night at a fair.

The Permanent Exhibit in Chicago has already been described in these pages. At the World's Fair in 1893, Southern California made its exhibit as an association of counties, and it occupied about one-fourth of the whole California building. The display, both there and in the Horticultural building, was thronged with admirers from the beginning to the end of the Fair. It is probable than ten million people examined these exhibits, and through them learned of the wonders of the Southern California climate and of the products of the seven counties.

The years 1893, 1894 and 1895 were a time of unusual prosperity in Los Angeles, in spite of the great depression that existed throughout the East, and even in spite of the fact that the orange crop was not selling well. In 1895 a greater amount of building took place in Los Angeles than at any time before or since—a total of $4,930,473, which is more than two million above any other year in the city's history. Real estate operations were more active than they had been at any time since the "Boom." There is no doubt that this



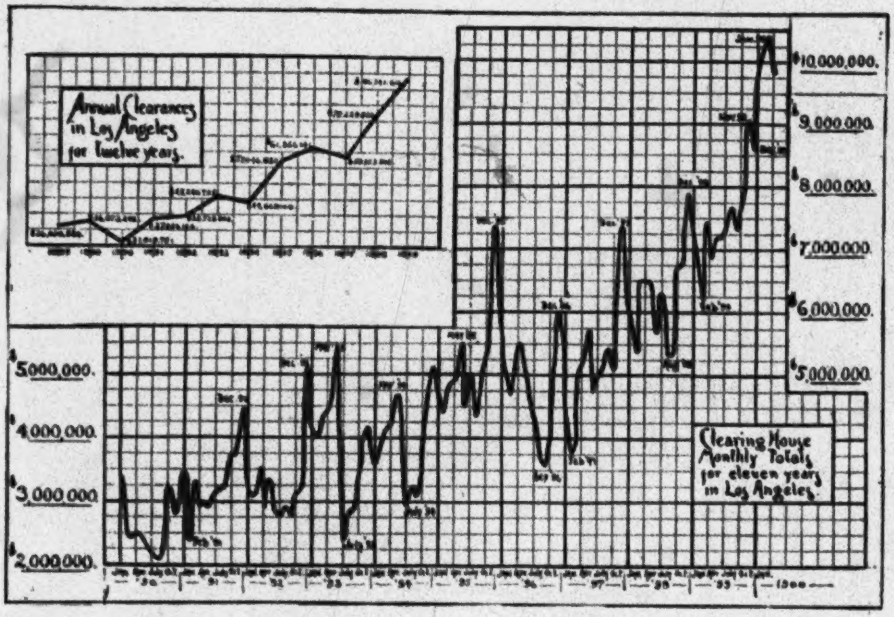
Southern California Building at the Midwinter Fair.

was due to the wave of new immigration that swept into the country almost immediately after the Columbian Fair, and as a direct result of the display which was made there. Los Angeles county spent $30,000 on its exhibit from public funds, to which some $8,000 of private subscriptions may be added, but the money was paid back one hundred times over.

Immediately after the Chicago Fair closed the Midwinter Fair in San Francisco opened, and Southern California was represented in a building of its own, and an exhibit which easily surpassed those from other parts of the State. Twenty-five thousand dollars was raised by subscription to construct this building and install the exhibit. Two years later the Chamber of Commerce took a large display to Atlanta, and occupied a building constructed especially for the use of Southern California. As a result of this display a number of products of this part of the State began to find a market in the South. In 1898 the Chamber secured space at the Trans-Mississippi Exposition at Omaha, and an exhibit costing $7,500 was put up. It must be remembered that the Chamber now has in its possession exhibit material worth about $15,000, so that with a comparatively small sum a considerable display can be made. Over 125,000 pieces of literature were handed out to visitors at Omaha, which will give some idea of the good work that was accomplished.

Only the larger enterprises in which the Chamber has engaged have been recounted in this chapter. At the exposition at Guatemala in 1898, in Hamburg in 1898, and at numerous pure-food shows, horticultural and agricultural fairs, and at various gatherings of organizations which it was desired to attract to this country, smaller displays were made; and at the present time the Chamber is shipping the principal exhibits that will go from Southern California to the Paris Exposition.

In all such work the Chamber has had the hearty coöperation of other sections of Southern California, as to the preparation of the exhibits, and in some cases also in the subscription of the needed funds. These sections also have enjoyed the advantage of a large immigration through the good advertising thus accomplished.


Annual Clearances in Los Angeles for twelve years.
Clearing House Monthly Totals for eleven years in Los Angeles.
$10,000,000.
$9,000,000.
$8,000,000.
$7,000,000.
$6,000,000.
$5,000,000.
$5,000,000.
$4,000,000.
$3,000,000.
$2,000,000.
'90
'91
'92
'93
'94
'95
'96
'97
'98
'99
1900

CHARTS NUMBERS 10 AND 11.

The commercial world generally accepts the clearances (which is the exchange of checks among banks) as the best obtainable evidence of the volume of business transacted at one time as contrasted with some other time. Of course transactions made with cash, or with checks which are deposited in the bank against which they are drawn, do not appear in the clearances; and for that reason they cannot be accepted as showing the true volume of business; but the proportion of clearances to trade remaining always about the same, it is possible to compare the commercial conditions of one day, month, or year, with another through this means.

The line in the first diagram on the opposite page shows the clearances during the last twelve years in annual totals. Starting with 36 million dollars in 1888 at the close of the "Boom" they have increased almost steadily, until the present figure of 96 million has been reached.

The lower diagram is more interesting, and is indeed one of the most striking that this book contains. It shows the clearings by months from 1890 to the present time. Note the great drop at the time of the financial crisis, and again during the presidential election of 1896. Note also the extraordinary development of the last two years—in spite of the drouth and the phenomenal months at the close of 1899, and the beginning of 1900. The chart closes with February of this year.

CHAPTER XII.

Everybody's Business.

THE popular maxim that what is everybody's business is nobody's business seems in Los Angeles to be changed to read, that what is everybody's business is the business of the Chamber of Commerce. The result of this arrangement is that things receive attention and are properly cared for, which would otherwise go undone. The commercial world is preeminently a place where everyone looks out for himself, and the hindermost one falls into the hands of the sheriff; and the process of looking out for one's self is so engrossing that the common good, which is often the highest good of the individual, is likely to be quite neglected.

The second article of the Constitution of the Chamber sets forth that its objects are "to foster and encourage commerce; to stimulate home manufactures; to induce immigration, and the subdivision, settlement and cultivation of our lands; to assist in the development of the material resources of the region; and generally to promote the business interests of Southern California.

This is, as Jacques would say,

> "Liberty
> Withal, as large a charter as the wind."

And the Chamber has accepted all these prerogatives in their widest sense. It hesitates at nothing that can be shown to be practicable, and for the good of the region it represents. It has displayed an avarice for hard work that requires the constant development of new fields of effort for its gratification.

Although Los Angeles is located in a far-off corner of the Union, where it can be reached from the East only by a journey through many hundred miles of sparsely settled territory, its unique climate and the physical attractions by which it is surrounded bring to it thousands of visitors every year, many of them people of distinction and influence. Probably no other city of the same size, even if favorably located on the main lines of travel, can show year after year such an array of notable guests. It is often of great importance that some attention should be devoted to these visitors, and that facilities should be provided for them to see the country and to meet its people.

The Chamber of Commerce is most favorably equipped for this work. It has its main exhibit hall, which, with the galleries, contains over 15,000 square feet, for larger gatherings; its meeting-room for assemblies; and for the receptions, where guests may be introduced to citizens on a social footing, it has two large and handsomely furnished apartments in the rooms that are set aside for the use of the Directors and the members. These rooms are beautifully decorated with flowers, and light refreshments are provided.

These receptions are tendered not only to individuals but also to commissions, committees of visiting officials, notable organizations, etc. Invitations are sent out to all the members of the Chamber, and the public generally is often invited. The entertainment sometimes includes a tally-ho party, or a series of trips into the surrounding country.

Affairs of this character which have been held would probably number about one hundred, and it is therefore not practicable to speak of all, but some may be mentioned as examples. In 1892 the National Editorial Association, of 300 proprietors of Eastern newspapers, visited Los Angeles, and were taken for a drive about the city in carriages provided by the members of the Chamber, and were given a lunch on the grounds of Judge Charles Silent, on Adams street. In consequence of this visit, many hundred columns of matter about this region, for the most part highly laudatory, were published throughout the East.

A little story might be told just here, to illustrate the Chamber's method of turning everything to account for the good of the country, and to show that it pays to care for details. The popular theory with regard to an editor is that he is always writing, whereas writing with him is work, which he is as willing to put off or avoid as most men are their daily grind of hard labor. It occurred to some members of the reception committee that these editors were out on a holiday,

Golf all Winter.

and that they were not likely to write much about their trip, until they returned home, by which time they would have mixed up Los Angeles with the many other places they were to visit, and would give it but little attention. Care was taken that they should all be provided with pamphlets of statistics, from which they could at their leisure prepare such matter as they might choose to write, but, in addition to these, an envelope was put into the hands of each one, containing a circular, pleasantly worded, to the effect that the committee appreciated that, in their fatigued condition and in their anxiety to see all of the city in one day, they would not feel disposed to turn out much copy, and therefore a readable article had been prepared, which was enclosed, and which the editor might, with a few changes and additions, send on to his paper.

The article was about 1500 words in length, or something over a newspaper column, and while it was not at all on the "boom" order, it nevertheless displayed, on the part of the supposed writer, a considerable degree of enthusiasm over the good points of Southern California, particularly the climate, which was dilated upon at some length.

The article was eagerly seized upon by most of the editors, and was published, practically unchanged, in over 250 Eastern newspapers. The Chamber of Commerce was mentioned as a depot of information, and, as a consequence, a great number of letters of inquiry were received by the secretary, and much literature disbursed.

But the really amusing feature of the incident lay in the fact that the weather on the one day which the editors spent in Los Angeles was incomparably bad. It was early in April, a month in which it occasionally happens that hot weather comes, which is rendered all the worse by the fact that the trade winds, which temper the heat of summer, have not yet begun. Experienced Californians find this hot weather of winter and early spring much more trying than that of the summer months, and this particular day was not only the hottest for that month that the weather bureau has shown in twenty-nine years of record, but it was one of the hottest days Los Angeles ever saw at any time in the year. The unfortunate editors were nearly melted down, and they went about, saying under their breath "If it is like this in April, what must it be in July and August?" and yet the mail carried about 250 "letters" to their various home papers, announcing

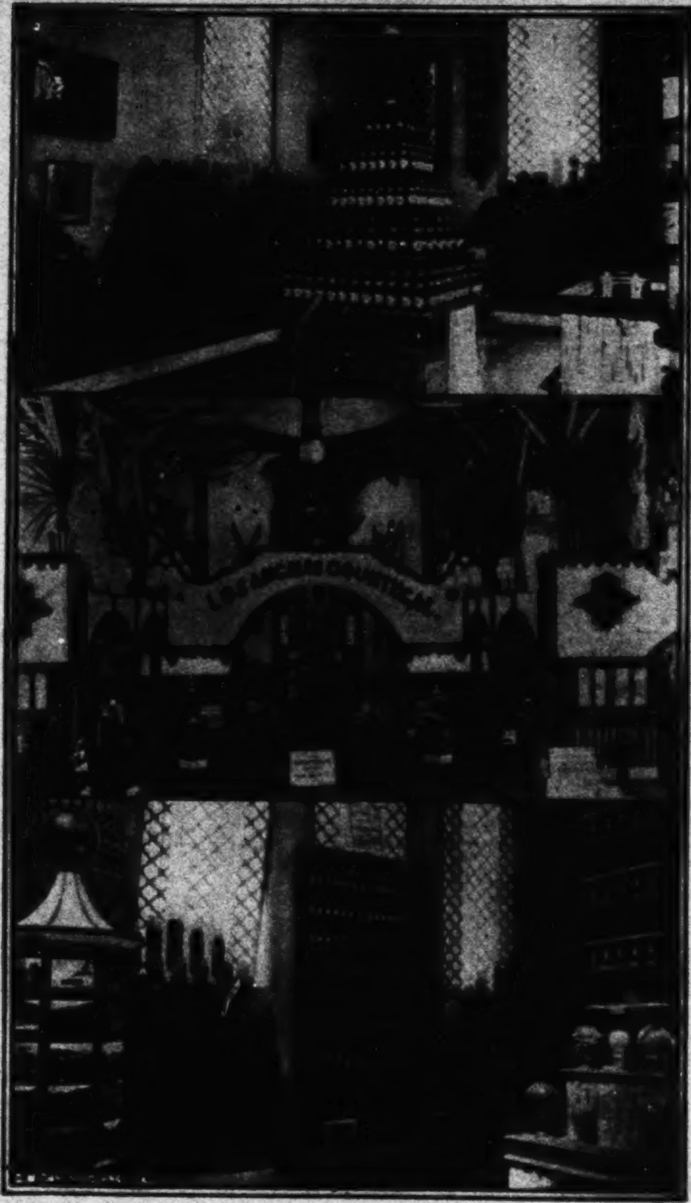
Semi-Tropic Landscape Gardening.

that "the day was bright and beautiful, neither too warm nor too cold," and that Southern California had the most delightful climate in the world!

Here was a peculiar example of how the truth may sometimes be false and a falsehood the truth. Had these men written home their actual experience with the climate of California, it would have been entirely misleading and far from a true statement of the case; and the untruth which the committee had accidently (for the matter was prepared a week beforehand, when the weather was good and seemed likely to remain so) placed in their hands, was really honest in the effect it produced on the mind of the Eastern reader.

The Chamber has at various times entertained gatherings of newspaper men, as, for example, the League of Press Clubs, and a large party of Chicago publishers and writers, and many individuals; and this country certainly has no reason to complain of the treatment it has received from the Eastern press, as a whole. In this connection it may be remarked that the relations between the Chamber and the local press have always been of the most harmonious character, and the institution owes a great measure of its growth and strength, and the success that has attended its work, to the fostering care which Southern California papers, the Los Angeles dailies in particular, have bestowed upon it.

There are reasons in plenty why Los Angeles should become a favorite convention city, particularly for those gatherings that occur in the summer time. The large tourist travel of the winter has developed a fine system of hotels throughout the Southern counties, and in the summer time these are but partially occupied, and can afford to make low rates to secure a


LOS ANGELES COUNTY CAL.

Features of the Display at Omaha—1898.

large number of guests. The summer climate of this region has the same superiority over the climate of the Eastern States during that period, as that of the winter months has over the time of snow and ice in the East. The first great organization to try the experiment was the National Educational Association, which met in Los Angeles in the summer of 1899 About 13,000 people attended this gathering, and they all returned prepared to testifiy, by actual experience, that the summer climate of Los Angeles is very nearly ideal, and that the city knows how to entertain and take proper care of an enormous crowd. Two years before, the Christian Endeavor Convention was held at San Francisco, and many thousand visitors came to Los Angeles. The entire management of both of these gatherings rested with the Chamber of Commerce, although the Merchants and Manufacturers Association was active in securing the location of the N. E. A. meeting in Los Angeles.

Of smaller gatherings a few may be mentioned, many of which were secured through the Chamber's work, and all of which were entertained by that organization: the California Pioneers, the Locomotive Firemen, the Hotel Men's Mutual Benefit Association, the Order of Railway Conductors, the Ticket Agents Association, the New England Grocers Association, the American Pomological Society, the Letter Carriers, the Irrigation Congress, and many others.

The Chamber has several times summoned gatherings of county supervisors from the southern section of the State to consider commercial and immigration matters, and these meetings have led to harmonious action with reference to the support granted to interstate or international fairs and exhibits, and also to the establishment of various county displays in the main hall of the Chamber. On one occasion the members of the State Legislature from the Southern counties were called together to consider issues of especial interest to this region, which would come before the session that was about to convene.

Reference has frequently been made in these pages to the answering of letters of inquiry, which forms a large element of the Secretary's work and of the Chamber's usefulness. There are not only the letters which come addressed directly to that institution, but also those which are received by the postmaster, the railroads, banks, city officials, newspaper offices, business houses and individuals, which are, for the most part, answered by the original recipient, and then forwarded to the Chamber for fuller treatment. If the demand is merely for literature, a liberal supply is forwarded; but if, as is usually the case, some particular piece of information is desired, it is supplied, if practicable to do so. While the Chamber does not undertake to advise with regard to the merits of any piece of land, which the writer of the letter, for example, contemplates purchasing—unless, as is sometimes the case, there is an attempt at fraud on the part of some unscrupulous dealer—it offers the would-be purchaser some wholesome general advice, and warns him of the risk he runs in buying land that he has never seen.

The number of these letters varies with the year and the season of the year. At times when immigration to the coast is active, and the Chamber is advertising in the magazines, they run to 100 a day, but in the dull months of summer they do not exceed ten a day. Probably over 150,000 such letters have been given attention since the Chamber came into existence—a very

fair performance of "nobody's business" by that organization.

Like other institutions of this character, the Chamber of Commerce takes action on questions of State or National legislation which are brought before it, especially those that have a direct local bearing. An example of this has already been cited in the citrus fruit tariff campaign, and in the part which the Chamber played in the Washington end of the Harbor controversy. In many cases special delegates have been sent to the National Capital to look out for the interests of the Chamber.

The organization has devoted a good deal of attention to matters of forestry, which every student of water conditions understands to bear a close relation to water supply. Irrigation is the life of the whole system of horticulture in Southern California, and the mountain forests are an essential of irrigation, for they retain the water and snow that fall in the higher altitudes, thus filling the reservoirs, streams and wells in the levels below. Ten years ago these forests were disappearing rapidly under the attacks of lumbermen, settlers and sheep men; the latter burn off the brush to make new feed for the sheep, and frequently destroy great tracts of timber. An agitation, which was begun about that time, in which the Chamber actively participated, resulted in the passage of a law making practically all the mountain forest land a permanent reservation, and putting it under the protection of the National government. While the arrangement is not yet complete nor satisfactory, the work is taking the right lines, public sentiment is now thoroughly aroused to the necessity of saving the forests, and some plan for absolute protection will no doubt soon be evolved.

The beautiful collection of Indian antiquities which is to be seen in the west gallery of the Permanent Exhibit is an evidence of the wide construction which the directors of the Chamber give to their duties. This is the most complete collection of the artifects of the original Southern California Indian, in the days before he came under white influence, that exists anywhere; it was gathered by Dr. F. M. Palmer of Los Angeles, through a long period of careful and intelligent research. In 1895 various Eastern parties were negotiating for its purchase, and, as Los Angeles has no museum, there was serious probability that it would pass from the city. In August of that year, the directors of the Chamber raised the money by subscription, and purchased the collection, and it may now be seen and studied by the antiquarian and the anthropologist in the country where it originated.

In the line of agitation, the Chamber has taken up the cudgels in behalf of so many causes that it is not feasible to give the whole list. It has assisted the good roads movement by advocating every practicable form of legislation that has been proposed, by holding public meetings and by circulating literature on that topic. It is pleasing to note that during the past ten years a vast improvement has taken place in the condition of the highways of Los Angeles county. It has performed a similar line of service in behalf of the Nicaragua canal. Every interest of irrigation has been protected and advanced. In the days before there were any beet sugar factories in this region the Chamber circulated information among the farmers about the sugar beets, and distributed seed for experiments. It has effectually urged upon the Weather Bureau at Washington the necessity for an increase in the facilities of the local observatory. From its position of vantage, in touch with its members on the one side and with the people of authority and influence on the other, it has studied the wants of the region, and has labored actively and industriously to have them supplied. In this way it has performed its duty of attending to that important work which is "nobody's business."

Adobe and Tiles.

CHAPTER XIII.

Manufacturing and Oil.

THE most difficult and perhaps the most unsatisfactory question with which the Chamber of Commerce has had to deal is that of manufacturing. At the time the organization began its work, there was practically no manufacturing worthy of the name in existence in the region, which was not to be wondered at, for the population was largely — say three-fourths — composed of people who had been living in the country only a few years, and it takes time to establish manufacturing enterprises. There were, moreover, other serious drawbacks to development in this line, chief of which was the matter of fuel, and this difficulty continued down to within a few years of the present writing.

The United States which started in life as an agricultural country is now a manufacturing country. It produces manufactured articles to a greater aggregate value than those of any other nation. It exports more manufactures than it imports. The products of a country may be roughly classed as manufactured, mineral and agricultural. The last census (since when manufactures have greatly increased) showed that our factories are turning out 9⅓ billion dollars worth of commodities every year, while our farms produce 2⅙ billion dollars worth of stuff, and our mines ⅓ a billion. Of the total, manufacturing contributes about 75 per cent, farming 20 and mining 5.

In Southern California the figures are very different.

Agriculture is the basis of half our annual product, mining one-third and manufacturing only one-fifth. In the country at large manufacturing is to agriculture as three and a half is to one; whereas, in Southern California manufacturing is to agriculture as two-fifths is to one. This is at the present day; when the Chamber of Commerce began operation there was, as we have said, almost no manufacturing at all, and what has arisen in the meantime has been of slow and difficult growth.

The American people export half a billion dollars worth of manufactures every year, which leaves nine billion dollars worth for home consumption, or an average of $150 to the individual. There are about 200,000 people in Los Angeles and vicinity, and it is reasonable to suppose that their average consumption of manufactures is about the same as that of the country at large, which would call for thirty million dollars worth per annum. It is to be questioned whether this region produces more than one-third of the amount. In other words, a large part of the returns from agriculture and from the entertainment of tourists goes to pay for manufactured products brought in from the East.

There are five principal elements that enter into the manufacturing problem for any community. These are 1st, raw material; 2d, fuel; 3d, labor; 4th, markets, and 5th, transportation.

The primary question is: Can this article be made here as cheaply as it can be brought here from a distance, and is there a large enough market to justify an investment in a permanent plant?

In the beginning, the most serious difficulty lay in the market, for the population was sparse and scattered, and for a time a considerable element of it evinced a lively disposition to get away from the country. It was not until the Chamber had been at work several years, that it became clear just what was needed in the way of manufactured articles for home consumption, and in what quantities. The manufacture of articles not intended for home consumption presented no such problem, and from the beginning of its career the Chamber was an active advocate of the doctrine that the manufacture of beet sugar, the canning of vegetables and fruits, and the making of jellies, marmalades, etc., chiefly for export, was a legitimate field for the employment of capital and labor.

The next most serious question, a question absolutely without an answer in most lines of industry, was that of fuel. Oil was not to be had in commercial quantities for manufacturing, and coal was worth five times what it cost in the East. The relation which the cost of fuel bears to the total cost of any manufactured article varies greatly, but the United States uses something over 200 millions tons of coal per annum (at a little more than a dollar to the ton) in the manufacture of over nine billion dollars worth of products. This makes an average of about 2 per cent in the cost to be charged to fuel. It happens, however, that the percentage is highest in the class of products which are the first elements in all manufacturing, viz., the products into which iron enters. Coal at seven dollars a ton is very nearly a proscription of enterprise in all such lines, and until oil came into the calculation, manufacturing on any large scale seemed to be an impossibility for Los Angeles.

Another necessity to successful manufacturing enterprises is labor at a reasonable figure, by which is meant the same figure that similar labor receives elsewhere, and in adequate quantity. When the population was smaller, this was a serious question, and one which was solved in many cases by bringing skilled laborers out from the East. The theory that many Eastern people entertain that Chinese labor is to be had on this Coast in large quantities and at low figures is entirely erroneous. Chinamen in factories are as well paid as white labor of the same grade, and they are not to be had, fortunately perhaps, in unlimited numbers. However the labor question is gradually righting itself. With the natural and steady increase in population, there has come a considerable immigration of skilled workmen in the various lines, and they, as a rule, sooner or later find employment.

The question of raw materials had so important a bearing on the whole issue, that for a long time the theory prevailed that it was idle to discuss manufactures of any sort whose raw material was not produced here on the ground, which were not, in short, directly related to the agricultural proposition.

Beet sugar, it was admitted, would pay, because Southern California could grow the beet better than other sections of the Union, and a similar argument could be offered with regard to the crystallizing of fruits, the manufacturing of jams and jellies, and the canning of vegetables; but all forms of manufacturing which called for the importation of the raw material were generally believed to be impracticable. This is, however, solely a question of the relation which the value of raw material bears to the value of the finished product. There is in Los Angeles, for example, a factory employing about fifty hands in art leather work. The raw material is all imported, and much of the finished product is sent East—a seeming inconsistency, but the whole manufacturing business is full of such inconsistencies. The manufacture of iron products now employs nearly a thousand people in Los Angeles city on raw material which is all imported from the East.

Transportation bears on the manufacturing problem in an oblique way, in respect to the rates on the manufactured article from the East. If they are high, it will pay to make it here; if they are low the manufacturer is likely to find his enterprise doubtful. The long haul between this Coast and the Eastern manufacturing centers, through territory that offers the railroad but little local business, will probably always compel the transcontinental roads to charge high freight rates, and will, therefore, serve as a perpetual stimulus to the undertaking of local manufactures. While the construction of the Nicaragua Canal and the opening of free water competition may tend to reduce those rates, the temporary set-back which that might administer in certain lines will be more than compensated for, in the development of new Eastern markets for manufactured products that are destined for export.

As the objects of the Chamber of Commerce included one "to stimulate home manufactures," a standing committee was established to deal with that work, and the directors gave considerable time to the discussion of various projects that were brought forward. Exactly in what way a commercial organization was to "stimulate home manufactures" was a perplexing problem, which has not even yet offered an entirely satisfactory solution. Indeed, up to within a year or two this was generally regarded as relatively the most unproductive feature of the Chamber's work.

The period from 1885 to 1895 was an era of restlessness in manufacturing enterprises throughout the East, and many large plants changed their location. Some of them came westward, in the effort to get nearer to the center of distribution for their products; others shifted about in the search for cheaper fuel or a more advantageous location with respect to raw material. The development of natural gas in Ohio and Indiana, and of cheap coal in some parts of the south, led to a number of changes. Presently a contest sprang up between various localities which possessed, or claimed to possess, superior advantages for manufacturing enterprises, and this led to the offer of bonuses in the shape of land, fuel, subscriptions to stock, or, in some cases, actual cash. The idea began to prevail, and it had many adherents in Southern California, that the only way to secure manufactures was by a process of bribery. This complicated the problem, and threw into it a foreign and unnatural element.

During all this period the Chamber was constantly in receipt of communications from smaller concerns all over the Union, offering to establish themselves in or near Los Angeles, if suitable "inducements" were offered. Some of these propositions were almost laughable, but they showed the extent to which the bidding for manufactures had been carried throughout the Middle West. At no time did the Chamber give serious consideration to plans of this sort, although the pressure to do something to stimulate manufactures was at times very powerful. Other cities in Southern California, and in the northern part of the State, were not so discreet, and their experiments were accompanied with subsequent regret. As a rule the projectors showed an ignorance of local conditions that augured ill for their success with the enterprise, even if it should be put on its feet with no cost to them. The Committee on Manufactures in the Chamber was usually composed of experienced men who were familiar with the difficulties as well as the possibilities of the situation, and it was their practice, in canvassing the various projects, some of which were urged by their promoters here on the ground with a considerable degree of skill, to go into the intrinsic merits of the undertaking, and to determine as far as possible its opportunity for success. They held that a failure in one line would tend to discourage those who were considering others, and that before the Chamber placed the stamp of its approval upon any enterprise there should be at least a reasonable probability that it would prosper. Unfortunately, however, during a great part of this period, local conditions were so unfavorable to most of the enterprises that were broached, that it was impossible for the Chamber to recommend them. A less conservative body of men would probably have taken the chances and have advocated that experiments be tried; but the outcome proved the wisdom of the Chamber's course. In all the period which we are discussing, there was but one failure of a manufacturing enterprise of any magnitude in Los Angeles, and that one was ventured against the advice of the Chamber, and without its indorsement. Had the organization undertaken to assist the many schemes which were laid before it, as it was strongly urged to do by not a few of its members, the record of the manufacturing development of Los Angeles would now be strewn with a series of wrecks, the contemplation of which would dishearten the most intrepid investor.

This period was, however, not without some advancement in the field of manufacturing. The enterprises were, for the most part, small, and were largely undertaken with local capital by local people. Out of the insignificant beginnings made at that time have grown many of the large enterprises that now flourish and give employment to great numbers of people. But few failures have occurred, and those were generally due to temporary or special causes that do not affect the merit of the general manufacturing proposition.

The most noted individual enterprise which grew up during that period was the manufacture of beet sugar, which had its beginning at this time, and in behalf of which the Chamber had carried on a long and persistent agitation. There are now three sugar factories in Southern California, with a prospect of several more in the near future. In spite of the dry years with which this part of the State has had recently to contend, these factories are turning out over 15,000 tons of sugar per annum, and the value of the product, bounty included, is put at $1,300,000. There are now 30 of these factories in the United States, but the California concerns produce over three-fourths of all the beet sugar made in the country, showing that this State is the natural location for the industry.

The sugar business of Southern California, which is a felicitous combination of agriculture and manufacturing, offers one of the most promising fields for future development that is to be found in the whole region. It will take at least 400 factories to supply the present consumption of sugar in the United States, and it is probable that a large number of these will be located in this State. While the agricultural end of the business does not pay extraordinary profits, it calls for little investment of capital; and its returns are likely to be steady and at the same time fair. It is, like oranges, a concentrated product—that is, it does not require a great area of land in proportion to its returns. It is estimated that two million acres, or an area 60 miles square, would produce enough sugar for the whole United States. Thus it will be seen that if it should develop, through the experience of the Southern California factories, that the best results are to be attained in this region, no difficulty would be found in making room for a large part of the industry in the southern counties; and experience thus far has pointed very decidedly in that direction. If such a plan should be carried out, it would make this region one of the most densely populated and one of the most prosperous in the United States.

The entire situation with regard to manufacturing in Southern California has undergone a radical change in the last few years, by reason of the discovery of oil in great quantities in and around Los Angeles, and in other sections of Southern and Central California. This puts an entirely new face on the fuel question, and removes, in a great measure, what has always been the most serious problem in manufacturing development. Oil has always been found in California in limited quantities, and the wells in Puente were in operation sometime before the great "Boom." The product was not, however, a material factor in the fuel market, until wells were sunk in the city of Los Angeles and a considerable output secured, which took place about the year 1894. Like most other forms of material development in this region, it was regarded at first with great incredulity, and, by reason of certain objectionable features connected with it, by not a little active opposition. It happened that the first successful wells were put down in a section of the city devoted to residence uses and containing some well improved places. These were in course of time ruined by the presence of the derricks on all sides, and a considerable hardship was inflicted upon individuals; and some apprehension was felt lest the prestige of Los Angeles as a residence city should be completely destroyed. Those who were engaged in boring for oil answered this fear with the declaration that the precious fluid was to be found in only a limited section of the city, and that the property was vastly more valuable when covered by wells than when used for residence. In the end the oil men certainly made their contention good; for the ugly derricks are now bringing up about $3,000,000 worth of oil per annum, which will pay interest on many times the value of the residence property that has been destroyed; and the limit of the oil-bearing territory within the city seems to be now fairly well defined, and the serious injury about at an end.

It is estimated that the production of oil in and immediately around Los Angeles during the current year will exceed 4,000,000 barrels. How far it will exceed that figure it is difficult to guess, for a great amount of development is in progress, and new wells are constantly opened that yield from 15 to 25 barrels a day. The city is indeed, just at this writing, in the midst of a veritable oil flurry, the outcome of which it is difficult to estimate, but which must inevitably bring great good to the whole region. Fortunately this is a line of business that can scarcely be overdone. When the product was smaller in volume and the supply uncertain, the price was subject to unpleasant fluctuations; but now that the larger manufacturing concerns have ventured to outfit for its use, and one railway, the Santa Fé, makes use of 1000 barrels a day, for example, there is no danger of an over supply. The price holds at about the figure for which crude oil sells in the East, namely, one dollar a barrel. At this figure it is cheaper and better than coal at $4.75 a ton, and to the manufacturer who has been accustomed to pay $7.00 a ton for his fuel, it is a great boon.

The manufacturing problem has been somewhat further simplified by the introduction of electric power, generated from the water courses high up in the mountains. In this matter Southern California has led all other sections of the Union. Eight years ago the first system of long distance transmission of electricity ever attempted was put into operation at Pomona and Ontario by the San Antonio Light and Power Company, and the succeeding year the Redlands Company constructed its system in the headwaters of the Santa Ana River, from which the cities of Riverside, San Bernardino and Redlands are now lighted. These were followed by the Southern California Power Company and the Edison Company in Los Angeles county. Although the Los Angeles Electric Company does not secure its power from the water courses, it nevertheless supplies a great number of small factories in this city with their motive energy, as does also the Los Angeles Railway Company. For manufacturing enterprises that use a limited amount of power, this system of supply is admirably adapted, and many enterprises have sprung up which would otherwise never have been attempted.

CHAPTER XIV.

The Personal Element.

WHILE the uniform and striking success that has attended the Chamber's efforts may be attributed in a large measure to the favorable conditions by which it was surrounded, and the excellence of its cause, nevertheless, in this, as in all human enterprises, the personal element has largely entered; and had the organization been less fortunate in the individuals who were selected to guide its affairs, its career might have been less gratifying to review. From the very beginning, however, it was able to command the services of many of the ablest men in the community as its officers and directors, and they have bestowed upon its undertakings a degree of enthusiasm and energy that entitles them to every possible form of recognition.

Men who give freely of their time and money to public enterprises usually do so without hope or expectation of any particular reward. Their direct and immediate advantage from any individual undertaking is, as a rule, a small return for their outlay, and it would be quite possible for any one of them to have held back and to have allowed the others to do or to pay his share. There is a theory, which prevails chiefly among those who, either from indolence or penuriousness, never participate in this class of work, that the man who is always ready to display what we call "public spirit" must be actuated by some ulterior motive; that he intends to go into politics or yearns to "see his name in the papers." Men that habitually belittle those who engage in this class of work may be fairly compared to the man who goes about asserting that "every one has his price." Knowing that he has a price himself, and that he would quickly sell out if it were offered, it pleases him to believe all others to be of the same quality. The man who sneers at public spirit, because he has none himself, and who thinks ill of those who honestly try to help the community along, testifies, in so speaking, against his own sincerity. Because he is incapable of disinterestedness, it gratifies him to believe that it does not exist in others.

The present writer has put in ten years of life in this class of work, and as, during a great part of that period, he held salaried positions, he can speak under the rule of "present company excepted." He has nothing to claim for himself, beyond that he endeavored always to give honest measure for the money. But his long service with the Chamber of Commerce and its allied enterprises, and his close contact with hundreds of men engaged in public undertakings, not in Los Angeles alone, but throughout the State, entitle him to speak with some degree of authority on this topic. A man may be something of an expert in that line, as another might be in politics, perhaps, or in church work.

Having thus explained the basis for his opinion, the writer of this history ventures to say that the vast majority of those who engage in public movements like the Chamber of Commerce, do so from a sincere and laudable desire to make things better for their fellows, and from the pleasure which they feel in doing what needs to be done. Although the work in question may be in commercial or industrial lines, and hence is "of the earth, earthy", nevertheless, the spirit which moves the chief actors is an altruistic one, and deserves to be recognized as such. And while all men are glad to receive the praise and gratitude of others, that is rather an incident of such work than a moving cause; as is evidenced by the fact that the so-called recognition is manifestly small return for the sacrifices that are often made, and also by the fact that much of the work done receives no notice whatever, but is nevertheless cheerfully and conscientiously performed.

The disinterested character of the work has a tendency to attract a high grade of men to its service. Men of selfish impulses and narrow ideas are not likely to offer themselves, nor to be accepted if they should do so. The same ought to be true, and is true theoretically, of another branch of the public service, to wit, politics; but although there are many individual instances of men who enter the political field for the good they can do to the community in which they dwell, they are too often outnumbered by those who seek office for its emoluments or from motives of personal ambition. Thus it happens that public bodies are enabled to secure for unpaid and sometimes unnoticed work a class of men of the best standing in the community, while the city or State is often compelled to put up with sadly inferior material. This statement, in its reference to politics, is a generalization that has many notable exceptions, for that field is now frequently entered by men of high purpose and first-rate ability, because of the opportunity which it offers to assist in the bettering of affairs.

Each year, as the Chamber of Commerce grows in prestige and importance, a position in its Board of

Directors is more highly esteemed. It is an honor that is rarely declined for any cause, although it brings no emoluments or advantages, and frequently entails a great deal of labor and responsibility.

The presidency of the Chamber is usually bestowed upon some one of the directors who has seen several years service on the board, or has been actively identified with general public work. At the end of his administration — which is for two years, if he will accept re-election — he is put back on the Board as chairman of the Committee of Commerce, and he will be continued there as long as he is willing to serve. His picture is hung on the wall of the Directors' room.

The first president of the Chamber, Major E. W. Jones, has already been referred to in these pages. He was succeeded by Mr. C. M. Wells, who came to California just before the "boom" period, and invested largely in land, and was identified with a number of water and other enterprises for the development of the country. Ill health finally caused his retirement from active business. His presidency of the Chamber covered a most trying portion of its history, while it was in debt and in difficulty, and it was during his administration that the institution was built up to a paying basis.

The years 1893-1895 constitute the most remarkable period in the Chamber's growth and advance, when it was put firmly on its feet, and acquired new and enlarged quarters — those which it occupies at the present time. Its destinies, during this period, were presided over by Mr. D. Freeman, the owner of the great Centinela Ranch, who had resided in California since the early seventies, a man of great personal popularity, and of fine discretion — the latter a characteristic which was greatly needed in the fierce harbor fight that befell in his administration. He was followed by Mr. W. C. Patterson, a Los Angeles street business man, who was comparatively a new-comer to Southern California, but whose devotion to the interests of this region entitle him to a large measure of gratitude. Prior to his service as president of the Chamber, Mr. Patterson had presided over the Board of Trade, and there are few, if any, men to be found in Los Angeles that have bestowed so much time and attention upon public work as he. He is now president of the Los Angeles National Bank, and still serves on the Board of Directors of the Chamber.

General Charles Forman, who followed Mr. Patterson, is the veteran of the Chamber's directors, having been in continuous service since 1890. He is a mining man and property owner, and came to Los Angeles from Nevada in the early eighties, having known the city many years before when it was an adobe village. He brought to the service of the Chamber fine business abilities, combined with an unlimited confidence in the future of this region. Both before and during his administration, he devoted a great deal of time and effort to the Harbor work, having on one occasion spent a winter in Washington as the special delegate of the Chamber.

Mr. J. S. Slauson who followed General Forman was also a Nevada mining man who came to Los Angeles thirty years ago and became a banker. Few men have a wider practical knowledge than he of this country and its resources, and this, together with his geniality and his fine business judgment, made him a model president of the Chamber. He was succeeded at the end of a year, on his refusal to accept a second term, by M. J. Newmark, who, shortly after the Civil War, opened the first regular law-office that existed in the city of Los Angeles. He is now a wool merchant, and is held in high esteem for his ability and his devotion to the public interest. His administration is just at its beginning, and it cannot be discussed as yet.

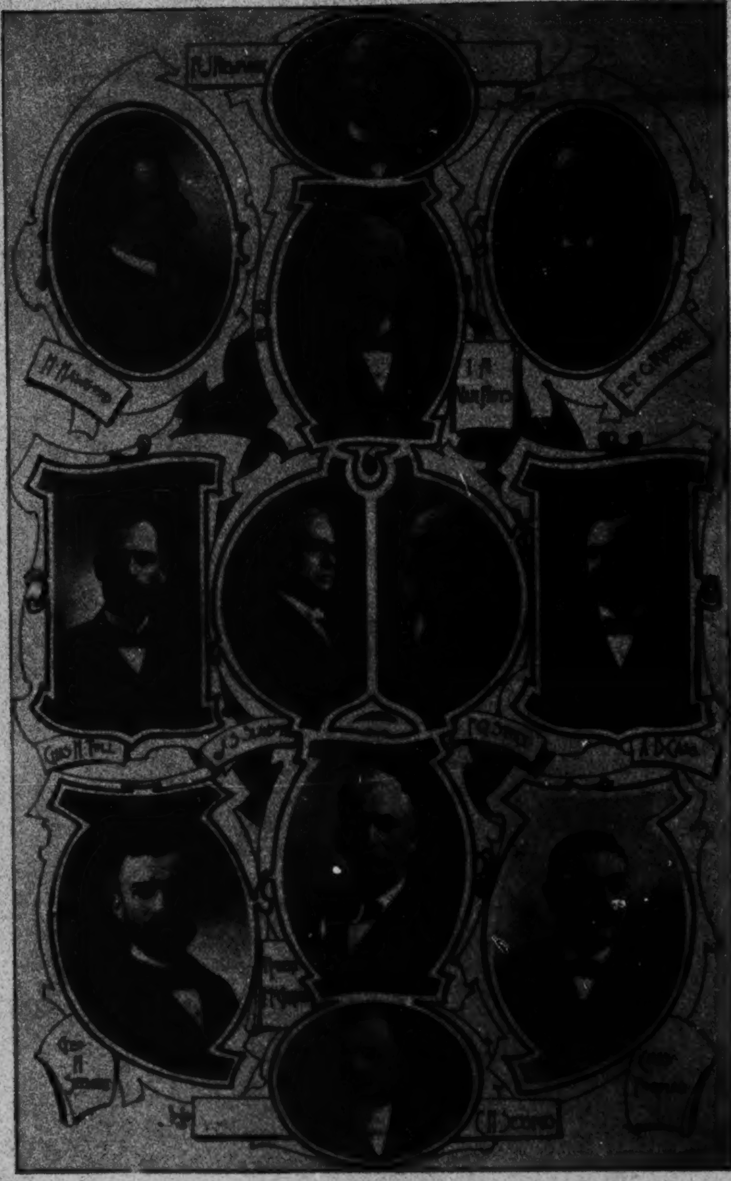
The earlier secretaries of the Chamber have already been referred to in this volume. Mr. Patton, who was elected in 1889, served only six months when he was succeeded, on his resignation, by H. Jay Hanchette, a popular newspaper man who was possessed of special skill as a statistician, and who collated a great deal of valuable material for the Chamber at a time when it was sadly needed. Mr. Hanchette occupied the office until the spring of 1891, or one year, when he was sent to Chicago by the Chamber with the Orange Carnival, which was a reproduction of the Citrus Fair which had just been held in Los Angeles. When the carnival came to an end Mr. Hanchette made all his preparations to return to Los Angeles, where his position awaited him and where his wife and two sons dwelled. When last seen he was on his way to the train. The friends who were waiting at the depot to bid him farewell were disappointed, for he never appeared. From that day to this, there has never been a clue to his whereabouts, nor has any adequate explanation ever been offered as to the cause of his disappearance. Not the slightest suspicion of anything discreditable was ever attached to him, for he was a man of sterling character and correct habits. His domestic relations were of the happiest. Various individuals have since claimed to have seen Mr. Hanchette, but their testimony when sifted down has been found to be frivolous. The theory now most generally accepted is that he was killed by thugs and his body destroyed. He announced to the last person who saw him his intention of walking to the depot, and the road thither lay through what was at that time one of the most dangerous portions of Chicago.

Mr. Hanchette's disappearance caused a great commotion in Chicago, where he had formerly dwelt, and in Los Angeles, but to this day it remains an unfathomable mystery.

His successor in office was Charles Dwight Willard, the writer of this history. He was elected in 1891 and served six years, when he resigned to take the managership of the Los Angeles Evening Express.

Frequent reference has been made elsewhere in this volume to Mr. Frank Wiggins, who is at present the secretary and superintendent of the Chamber, and whose name is perhaps more thoroughly identified with the history of the organization than is that of any other person. Mr. Wiggins represented the Chamber at the Orange Carnival in Chicago in 1891, the World's Fair in Chicago in 1893, the Midwinter Fair in San Francisco in 1894, the Atlanta Exposition in 1896, and the Trans-Mississippi Exposition in 1898. He is in a large measure the creator of the Permanent Exhibit, and his services to Southern California have an incalculable value.

To mention individually all who have served on the Board of Directors would consume too much space, but among those whose efforts in behalf of the Chamber were especially notable are the following: W. H. Workman, an old-time resident and formerly Mayor of Los Angeles; W. F. Fitzgerald, ex-Attorney-General of the State, and now on the bench of Los Angeles county; Eugene Germain, a wholesale merchant, who rendered the Chamber important service during a critical period of its history, and who was sent by Mr. Cleveland to represent this country in Switzerland; J. B. Lankershim, whose name appears on one of the handsomest blocks in the city; John F. Francis, who served as president of La Fiesta in 1896, and whose exceptional devotion to the public interest has given him a unique place in the regard of the people of this region; Dr. J. P. Widney, who was one of the earliest to agitate for deep-water harbor improvement; W. E. Hughes, one of the founders of the Chamber, and S. B. Lewis, who called the first meeting together; H. C. Witmer, who helped the Chamber with liberal donations of money at the start; Fred Eaton, the present Mayor of Los Angeles; J. A. Anderson, who served for several years on the Committee on Laws, a place which was afterward filled by L. A. Groff, the present postmaster of this city; Victor Ponet, who assisted frequently in the work of raising money; F. W. Braun, a wholesale druggist; H. Jevne, whose beautiful store on Spring street is one of the show features of the city; Fred L. Baker, an iron manufacturer, now in the City Council; D. K. Edwards, a grain merchant; H. W. Hellman, the vice-president of the Farmers and Merchants Bank; H. T. Hazard, who secured nearly 100 new members for the Chamber, when it was sorely in need of assistance, and who served the city through two terms as mayor; H. J. Woollacott, president of the State Bank and Trust Company; Geo. W. Parsons, the mining expert; Kaspare Cohn, an old resident of the city and a pioneer of early progress; W. B. Cline, president of the Los Angeles Gas and Electric Companies, a man whose liberal attitude on public matters has effected great



Recent Directors of the Chamber.

good in the community; O. T. Johnson, the first hotel proprietor in Los Angeles to cater to the highest grade of tourist travel; Louis F. Vetter, who did faithful work as chairman of the Membership Committee; Dr. J. H. Davisson, former president of the State Board of Health; J. O. Koepfli, of the manufacturing house of Bishop & Co.; J R. Newberry, who can always be depended upon, in spite of his exceptionally active business life, to do his duty in public affairs; T. L. Duque, president of the Main Street Savings Bank; A. Jacoby, a former president of the Board of Trade; W. C. Bluett, a successful clothing merchant; John D. Hooker, who served two terms as chairman of the Committee on Manufactures, and is himself a large manufacturer of iron pipe; Fred L. Alles, a printer and publisher and newspaper man; and W. D. Woolwine, who was secretary of the Free Harbor League.

Of more recent directors, those of 1899 and 1900 several have already been mentioned in this volume. The others are: Geo. H. Stewart, manager of several large manufacturing and land enterprises; H. Hawgood, an engineer of eminence, whose service to the cause of San Pedro was worthy to be remembered; E. F. C. Klokke, who has been in continuous service on the Board since 1891, and has brought many scores of new members into the Chamber, and has assisted in raising the money for many undertakings; H. S. McKee, chairman of the Committee on Statistics; Chas. H. Toll, councilman from the 5th ward; A. B. Cass, of the Cass-Smurr Stove Co., who is now First Vice-president; Robert McGarvin, who has worked for the Chamber from its very beginning in a variety of capacities; Will A. Harris, an eloquent speaker, who frequently represents the Chamber in public functions; J.

J W McKinley
F K Rule
H D Blackstone
D Newton
John H Norton
Frank W King
W C Patterson
H S McKee
Homer Laughlin
W A
J Ross Clark
D M McGarry

Recent Directors of the Chamber.

Ross Clark, the head of the Alamitos Sugar Factory; D. M. McGarry, chairman of the Committee on Lands; F. Q. Story, who performed a valvable service as chairman of the local organization for the reception of the National Educational Association; J. W. McKinley, who is always ready to assist the organization; Thos. Pasco, chairman of the Hotel Committee; I. N. Van Nuys, owner of the beautiful hotel building that bears his name, and for many years an active factor in the manufacturing progress of the city; C. H. Sessions, a successful dairyman; F. K. Rule, who served as president of La Fiesta in 1897, and whose work for the public good in every line is most noteworthy; I. B. Newton, a former director of the Board of Trade; J. H. Norton, a mine owner; Homer Laughlin, whose great fire-proof building on Broadway is one of the most unique structures on the Coast; N. B. Blackstone, the dry-goods merchant; and F. W. King, who served on the Board in 1893–1894, and has assisted often in public work.

As the Chamber has a thousand members, of whom not more than one hundred, perhaps, have ever held any official position, and as nearly all of the remainder have at one time or another done work for the organization, it is not possible to particularize as to individual service. In the pages which follow this section of the book there will be found some mention of members, and of individual enterprises in which they are concerned. This method is chosen to give people at a distance some idea of the personnel of the organization, and also to make this volume valuable as a souvenir to the members themselves.

The Chamber of Commerce has in its membership two United States senators from this part of California, and three representatives of this district in Congress. Thomas R. Bard, of Ventura, who was recently elected to the Senate, has been a member of the Chamber since 1891, and Stephen M. White, his predecessor, has been a member since 1889. The present representative, R. J. Waters, and two former representatives, James McLachlan, Esq., and Col. S. O. Houghton, are also in the Chamber.

Only one honorary member appears on the rolls of the Chamber of Commerce. The circumstances of his election were set forth in the following resolutions passed by the Board of Directors, December 23d, 1896:

"*Resolved*, That the thanks of the Chamber of Commerce of Los Angeles are due to Mr. G. J. Griffith for the magnificent donation of 3,000 acres for a park; one of the finest gifts any American municipality has ever received from a citizen, and

"*Resolved*, In consideration of this munificent liberality, and in order that Mr. Griffith's act may be made memorable in this institution, that we hereby create him a life member of the Chamber of Commerce, the first name to be placed on such a list."

Mr. Griffith has since that time performed another important service for Los Angeles, in assisting to establish a large concern for the manufacture of ornamental tiles, which will employ about 1,000 people. It is located near the village of Tropico, outside the Los Angeles city limits. Work upon it is just beginning.

CHAPTER XV.

Future Work for the Chamber.

A VOLUME devoted to the Chamber of Commerce cannot be concluded without some inquiry into the labor that still lies before that organization.

Enough has been told in the preceding pages to show that this is not an ephemeral concern. While it performs faithfully the labor that falls to its lot, and finishes each new duty that is imposed upon it, yet there is something in the very nature of this work that makes it of necessity perpetual. The Chamber of Commerce strives for progress, and progress is a state of motion, not of rest. We attain it relatively, not actually; and the more we have, the more we desire.

In one sense the Chamber may be said to have actually finished none of the greater undertakings for which it has labored. Individual things, often of great importance, have been done, and vast strides have been made in a forward direction; but when the inherent possibilities of the region which the organization represents are contrasted with the actual results attained thus far, the latter seem little more than a good beginning. There is in the past nothing for regret or discomfiture; considering the difficulties and discouragements with which the original settlers, and even the later new-comers, have had to contend, the achievement up to the present time is almost phenomenal; and it is no disparagement of those who have gone before to demand much of those who are to come after.

The development which is now coming to Southern California is of a most unusual type, and that of the future will be so even to a greater degree; for progress, as a rule, compounds on itself.

There is no section of the Union, as we have before noted in this volume, whose material prosperity is based on such a variety of elements. There is no section whose population is so eclectic, and so free from the undesirable. There is no section that offers through its climate such opportunities for physical development, such joy of life, such an uplifting to the esthetic. These are the natural inherent advantages of the region, which no one will maintain have as yet brought forth more than a suggestion of their real fruit. We speak of our material advancement as "remarkable" — which it is when contrasted with its humble beginnings—but only in one or two directions has it spread out toward its natural boundaries. The easiest things are done first; those that present complications and difficulties must await their turn; but they will come. If the orange crop has jumped from a value of half a million dollars to seven million dollars in ten years, that does not mean that nothing but the orange can be grown in this soil and climate, but merely that people found it the shortest and simplest route to success. The greater part of the material development of the region is admittedly *in futuro*. The opportunity is here, and the results must follow. And of the intellectual development much the same is to be said. While there is an excellent system of schools, there are no colleges that are adequately equipped. While there is the nucleus of a library in Los Angeles, there is no building, and the number of volumes is quite out of proportion to the service they are called upon to fill.

Naturally a large part of the future work of the Chamber will be along the same lines with which it has already occupied itself. There is a theory among the inexperienced, that when a certain article has been once thoroughly advertised, it does not thereafter need any such assistance to keep its merits before the public. The fallacy of this idea shows in the persistent effort made by the proprietors of some of the best known articles in the world—things that have been manufactured through a long period of years, and have thoroughly stood the test of time—to keep them in the public eye by every conceivable form of advertising. Nothing can be advertised too much, and the best things that are made will scarcely hold their own unless some systematic campaign of publicity is carried on in their behalf.

Hence it may be supposed that the work of advertising Los Angeles, which has been a large part of the duty of the Chamber in the past, is likely to continue indefinitely, or if it is ever discontinued, the city may lose business and population to which it would otherwise be entitled. Because a city has grown old and large is no reason why it should cease to strive for advancement: any more than age and prosperity in a commercial house should be cause for its discontinuing all efforts to get business.

St. Louis is one of the oldest cities of the middle section of the Union; it was the metropolis of the Mississippi Valley, when Chicago was a frontier village. Through the years from 1850 to 1890 it allowed countless opportunities to pass it by, and looked down with superior scorn on Chicago, its advertising rival. Presently Chicago passed it in population, then exceeded it in business, and at last went far ahead of it in all the attributes of a city. Then new rivals sprang up in the North, in Minneapolis and St. Paul, and to the West, in Kansas City and Omaha. Its wholesale business was slipping away and its manufacturing was stationary, at a time when cities all about it were making phenomenal gains. At last the idea began to dawn on the business men and property owners of St. Louis that something must be done to keep their city from falling entirely out of the race. It roused from its lethargy, sunk its pride, and proceeded to do business on modern business principles. A large sum was raised for advertising purposes, fairs and pageants were arranged, and a determined effort was made to reach out for trade and manufacturing. The result, which was almost phenomenal, need not be related here in detail. It is familiar to everyone who has watched the career of St. Louis during the last decade, and compared it with the earlier eras of that city's commercial life. The incident is narrated here merely to illustrate the necessity that exists that the work of advertising a city should be continuous and persistent.

As the city of Los Angeles grows older and larger, and its interests extend and develop, the work of advertising will grow more complicated, and must be done on a greater scale. The commercial and manufacturing statistics of a city rise in value and importance as they increase in volume, and as the national census is taken but once every ten years, that work during the interim will fall upon the Chamber of Commerce. While the newspapers do excellent work in this line, they can hardly be expected to go into it with the thoroughness that the commercial interest demands. The Chamber needs to have a statistician and writer almost constantly in its employ, and its publications should be frequent and authoritative. As international and interstate expositions are now held in close succession to one another, and as the display of actual products has been demonstrated to be the best method of attracting agriculturists to the country, the exhibit features of the Chamber's work will undoubtedly be continued, and will improve with the larger development of the country's resources.

The extension of the wholesale trade of Los Angeles—and the wholesale trade is "commerce," as that term is commonly understood—is certainly one of the most important functions of the Chamber of Commerce, and it offers almost unlimited opportunity for future work. Twenty years ago there was practically no wholesale business in Los Angeles. The commerce of the city is a matter that has come into existence in two decades. There are now over 100 jobbing houses, with capital of many millions, actively operating over territory that extends from the center of the State down into Arizona and New Mexico, and in some cases penetrates Mexico on the south, and Nevada, Utah and Oregon on the north. If such a brief space of time has accomplished this much, with only two railroad lines and no deep-water harbor, what may we expect in the future, when the harbor is completed at San Pedro, when a new railway opens up Nevada and Utah, and gives a more direct line to the east and north? Los Angeles is plainly destined to be the jobbing center for the entire Southwest, including the San Joaquin Valley to the north, Inyo county and Southern Nevada and Utah to the northeast, Arizona and New Mexico to the east, and Lower California and a part of Old Mexico to the south and southeast. At the present time adverse railway rates shut this city out of much of its natural and legitimate territory for wholesale trade. For example, in the San Joaquin Valley, Tulare is 20 miles nearer to Los Angeles than it is to San Francisco, but the freight rates are greatly in favor of the northern metropolis. On commodities grouped as first-class it is 96 cents per hundred pounds from Los Angeles, as against 69 cents from San Francisco; on second-class 92½ as against 64, and on the average per ton per mile, it is .0702 from Los Angeles as against .0464 from San Francisco. In other words with nearly ten per cent of distance in its favor, Los Angeles is compelled to pay over 40 per cent higher freight! This is not an insulated or peculiar case, for the same general principle runs through the entire San Joaquin Valley schedule. Bakersfield, for example, is nearly twice as far from San Francisco as it is from Los Angeles, yet the rates to that point are just about even. To the south and southwest the same discrimination exists. Yuma, for example, is only 250 miles from Los Angeles, while it is 734 miles from San Francisco; yet the Los Angeles rate, first-class, is 1.36 as against 1.73 from San Francisco, and second-class 1.15 as against 1.27. In short, while distance is nearly 200 per cent in favor of Los Angeles, the freight rate is only about 15 per cent in its favor. This, again, is not an individual instance. The situation is the same with reference to the whole, Arizona, New Mexico and Mexican territory.

These are abuses which must be corrected, and it is plainly the duty of commercial organizations to labor to that end. These rates were established years ago, before Los Angeles enjoyed a jobbing trade, and railroads are loath to make changes unless they are convinced that ample cause exists. Whenever the people of Los Angeles begin to show that they are in earnest in their demand for a wider field of commercial effort, the railroads will not stand long in their way.

But it is not merely to the immediately surrounding territory that the commerce of Los Angeles city will in the future extend. When the harbor at San Pedro is completed, this city will share in the commerce between the Orient and the United States. The fact cannot be too frequently reiterated that Los Angeles is at the western end of the shortest line between Atlantic and Pacific waters over American soil. This short line, morever, is free from the complications that excessive cold brings to other routes, and it passes all the way over easy grades. Heretofore this fact has been of but little practical importance, because there was no deep-water harbor in which the products of the great East could be landed and those of the West and South taken out. The harbor is now assured; its construction is merely a matter of a few years; and as soon as it is ready for business, ships from Japan, China, Australia, and the new Island possessions of the United States will bring their cargoes of oriental products thither, receiving in return cotton from the South (most of which now goes clear north to Seattle and Portland), and the manufactured goods of the Middle West and South. From Los Angeles to New Orleans is but little more than one-third of the distance from San Francisco to New York, and the saving in transportation by water, as against all rail, will repay an extra handling many times over; hence it follows that the cheapest route from New York to the Pacific is likely to be by way of the Crescent City and Los Angeles.

In all this business, which will be greatly augmented by the new development that is in progress in China, Siberia and Japan, and by the raising of the American flag in the Philippines and Hawaii, this city will have its share, provided (and here is where rests the virtue of the organization to which these pages are devoted) the people of Los Angeles continue to seize upon the opportunities that open before them. Very few great things happen by accident in the commercial world. When large results are attained, they usually arise out of the industry and intelligence of somebody. During the next decade a large volume of new business will come into existence between this country and the Orient. Whether it comes to Los Angeles for distribution, or whether other points on this coast secure it all, is a matter that depends, in a very large measure, upon the energy displayed by the commercial elements of this city. If the future, however, may be judged by the past, Los Angeles will not fail in this emergency.

The work which the Chamber has done for a deep-water harbor at San Pedro is by no means completed. The situation with regard to this undertaking is peculiar, and but little understood. There is an outside and an inside harbor of San Pedro, and both are needed for the commerce of the Southwest, the former as a harbor of refuge, and a safe harbor for vessels of deep draft, and the other for the delivery of cargoes, for dry docks, ship-building, etc. The natural order for this work would have been for the inside harbor to be constructed first, and the outside last. Some work was done on the inside harbor. It was prepared for shi of light draft, small coasters and the lumber trade; but when the improvement had reached that point, a contest breaking out between Santa Monica and San Pedro as to the ultimate location of a deep-water harbor, the appropriation was finally made for the outside harbor at San Pedro; and its construction is now under way. It is a harbor of refuge, and it may be utilized for commercial purposes by the construction of long wharves, if private or corporate enterprise can be found to undertake such a work; but the logical way out of the difficulty is for the government to proceed with the improvement of the interior harbor; and when that is completed, at a cost of about a million dollars, Los Angeles will have first-class facilities for commerce by water. In as much as the original bid for the work on the outside harbor was $1,400,000 less than the amount set aside by the government for that undertaking, it does not seem unreasonable that a part, at least, of the surplus should be used for the interior improvement. In due course of time, moreover, this harbor must be fortified, and government dry-docks established. Experience has shown that the way to accomplish plans of that character is to make the authorities at Washington understand that the people of this region are thoroughly in earnest in their demands, and that means work for the Chamber of Commerce.

The reasons why Los Angeles is admirably adapted to convention purposes have been already set forth, but there is one serious drawback which has not been mentioned, and that is the lack of a great hall for such meetings. This must be supplied, and doubtless will be within a short time. While the city is well equipped with hotels, an enormous tourist hostelry after the style of the Coronado or the Ponce de Leon of Florida would greatly increase the number of visitors all the year round. Every improvement which tends to the beautifying of the city and to making it more agreeable to the eye of the Easterner is a commercial assistance, in the fact that it attracts people both to visit and to remain as permanent settlers. In this connection, the very notable work of the Landmarks Club, which has helped to preserve the fading remnants of the Mission era, should be mentioned. Celebrations like the Tournament of Roses at Pasadena and La Fiesta de Los Angeles are needed to amuse and interest the visitor. There are many European cities that have grown rich in the entertainment of strangers; and while this may be merely one out of a dozen elements of the prosperity of Los Angeles, its importance will never be overlooked by the chief commercial body.

There are other buildings, besides a convention hall, of which Los Angeles stands in considerable need. There is no public library building, nor any museum to contain the historical and anthropological treasures now scattered through the region; and the Chamber of Commerce itself, in spite of all that it has done for the city, is not the possessor of a permanent home of its own. The women of Los Angeles recently constructed a beautiful building for the use of their leading club, and furnished it in exquisite taste, the whole being accomplished without a dollar of indebtedness and in a form to pay the subscribers to the stock — all of them women — a fair dividend. But the leading commercial body is still a tenant, liable at any time to be compelled to seek new quarters. One of the very first duties before the organization would seem to be to remedy that condition of affairs.

While the conditions of agriculture in Southern California have improved vastly during the period which this volume describes, the pursuit is still almost in its infancy. The region teems with undeveloped opportunities that await some man to lead the way to success. Passing over the great orange industry, which is so often quoted as an example, let us take a humbler line, that of celery. A few years ago no one thought of growing celery for export; now a single district in the peat lands of Orange county turns out 1000 carloads each year, bringing returns of over a quarter of a million dollars. Just as, twenty years ago, there were plenty of people to assert that oranges could never be produced on a commercial basis in Southern California, so now we hear constantly that olives or figs or other semi-tropic fruits, which have thus far fallen below expectations, can "never be grown at a profit." All of which goes to show that the work of agricultural development is not half done.

A special application of this fact may be made to irrigation conditions as they exist at this writing. Three successive dry years have demonstrated the necessity for making the most of every particle of moisture which the earth holds, and of using irrigation as far as possible as a substitute for rain. A careful research made by the Los Angeles Times, at the end of the second dry year, showed that over 31,000 inches of water had been developed by new wells, tunnels, etc., or enough to irrigate about 300,000 acres. When the country is thoroughly supplied with irrigation systems of this character the dry season will lose a great part of its terrors.

Closely allied to irrigation is the subject of forestry, wherein there is a large field for labor by public-spirited men who are awake to the seriousness of the issue. The destruction of the mountain forests means the diminution of the water supply, and the forests can be protected and maintained only by the exercise of the utmost vigilance on the part of the authorities. The process of reforestration, which is pursued in European countries, must be adopted in the mountain regions of Southern California, and not only will the rainfall be thereby increased, but the water which falls will be saved from immediate evaporation and loss. While this is a matter on which the Chamber has already done much work, it is only at the threshold of its labors. The same may be said of the good road movement, and of countless other lines of work, in which little more than a good beginning has been achieved.

LIST OF MEMBERS

OF THE

Los Angeles Chamber of Commerce

Showing Business or Profession, Address and Time of Joining.

March, 1900.

Adams, J. H., 1897, investor and builder, Laughlin bldg.
Adams, R. M., 1894, sec'y L. A. Lighting Co., 457 S. B'dy.
Adams & McKee, 1896, hdwre., stoves and tinware, 130 S. Main.
Adcock, R. J., 1900, attorney at law, 115 W. First.
Adloff, Jacob, 1893, brewer, 112-118 Central ave.
Agency Wilcox bldg., 1900, 209 Wilcox bldg.
Agricultural Chemical Works, 1897, fertilizers, 901 Macy.
Ahrens, Fred, 1895, bakery and delicacies, 425 S. Broadway.
Akin, J. J., 1891, Supt. Los Angeles Electric Ry. Co.
Albers, Henry, 1899, poultry supplies, 315 S. Main.
Alcatraz Asphalt Paving Company, 1899, Bryson blk.
Alexander, Charles A., 1894 contractor, Currier blk.
Alexander & Beyrle, 1899, Cal. Planing Mill, 1918 S. Main.
Allen, M. T., 1897, Superior Judge, Court House.
Allen, W. S., 1890, furniture, 345-347 S. Spring.
Alpine Plaster Co., 1890, Frost blk.
Alta Planing Mill, 1893, San Pedro and Seventh.
Althouse Fruit Company, 1897, 213-215 W. Second.
American Beet Sugar Company, 1899, Chino.
Anchor Laundry, 1895, 719-727 S. Los Angeles.
Anderson & Anderson, 1890, attorneys, Stimson blk.
Anderson, A. F. & Co., 1899, safes and scales, 212 N. Main.
Anderson & Chanslor, 1890, grocers, 136 S. Spring.
Anderson, D. O , 1894, exam of titles, Title Ins. and Trust Co.
Anderson, J. H., 1896, orange grower, 409-411 N. Alameda.
Anheuser-Busch Bottling Company, 1899, Second and Vignes.
Appeal Cycle Mfg. Co., 1898, 518 S. Broadway.
Arend, W. F., 1899, musician, Wilson blk.
Arnold, Jos., 1897, Westminster Stables.
Arnott & Co., 1897, agricul. implmts., 120-124 S. Los Angeles.
Austin, A. M., 1896, contractor, 105 Market.
Austin, H. C., 1894, attorney, 3118 Figueroa.
Avery, M. N., 1891, Ger.-Am. Sav. Bank, First and Main.
Avery Cyclery, 1899, 410 S Broadway.
Azusa-Covina-Glendora Fruit Exchange, 1897, Azusa, Cal.

Bacon, W. R., 1893, attorney, Bradbury blk.
Baer, H. S., 1896, Los Angeles Wine Co., 453 S. Spring.
Bailey, N. P., 1897, real estate and broker, Frost blk.
Baird Bros., 1899, commission merchants, 375 S. Los Angeles.
Baker, Fred L., 1891, iron works, 948–960 Buena Vista.
Baker & Hamilton, 1894, farm implts. and wagons, 136 N. L. A.
Baker, R. M., 1896, capitalist, N. Main and Arcadia.
Baldwin, C. G., 1897, electrical water power, Claremont, Cal.
Baldwin, C. V., 1893, dentist, Grant blk, Fourth and Broadway.
Balfour, Guthrie & Co., 1895, Baker blk.
Ball, W. F., 1897, cigar dealer, 110 N. Spring.
Bank of Commerce, 1897, First and Broadway.
Banning, Hancock, 1890, coal, 222 S. Spring.
Bard, Thomas R., 1891, capitalist, Hueneme and 957 W. Adams.
Barham, Guy B., 1894, internal rev. broker, First Nat. Bank bldg.
Barker Bros., 1896, furniture and carpets, 420–424 S. Spring.
Barkley & Gray Grocery Co., 1899, wholsle. gro., 312 N. L. A.
Barlow, Allison & Co., 1897, insurance, 123 S. Broadway.
Barlow, Dr. W. Jarvis, 1899, physician, 328 Wilcox blk.
Barnett, Louis, 1899. wholesale cigars, 139 S. Spring.
Barnwell, W. G., 1897, commercial agt. So. Cal. Ry., city.
Bartlett Bros., 1889, music, 235 S. Broadway.
Bassett & Smith, 1889, real estate, 202½ S. Broadway.
Bath, A. L., 1891, retired, 508 S. Hill.
Baumgardt, B. R. & Co., 1894. printers and pub., 231 W. First.
Beardsley, H. A., 1898. mgr. W. U. Telg. Co., First and Spring.
Beebe, Richard G., 1899, woolen manufacturer, 2491 W. Sixth.
Beeman & Hendee, 1895, decorative needle work, 310 S. Brdy.
Behymer, L., 1896, publishers' agt., Los Angeles Theatre bldg.
Beekins, M., 1895, Van and Storage Co., 244 S Broadway.
Bell, C. W., 1899, county clerk, Court House.
Bennett, A. J., 1899, livery stable, 208 S. Los Angeles.
Berg, Julius A., 1894, American Dye Works, 615 W. Sixth.
Bernard & Schneider, 1898, the Palace, First and Spring.
Bessolo, F., 1899, winery, 1009 N. Alameda.
Bicknell, Charles F., 1891, 529 Rampart.
Bicknell, F. T., 1894, physician, Bradbury blk.
Bickuell, J. D., 1890, attorney, Bradbury blk.
Bilicke, A. C., 1893, Hollenbeck Hotel.
Billington, T., 1896, pres. S. Cal. Furn. Co., 312–314 S. Brdy.
Bishop & Co., 1889, wholesale conf., Seventh and Alameda.
Bixby, George H., 1892, rancher, Currier blk.
Bixby, Jotham, 1889, capitalist, Currier blk.
Blackburn, R. E., 1897, journalist, 121 S. Broadway.
Blackstone, N. B. Co., 1896, dry goods, 249–253 S. Spring.
Blades, Paul H., 1895, publisher Daily Record, 622 S. Broadway.
Blake, Moffit & Towne, 1891, whlesle. paper, 144–148 N. L. A.
Blanchard, E. L., 1888, broker, 119 S. Broadway.
Blanchard, Nathan W., 1897, citrus gwr. and ship. Santa Paula.
Blanchard, Fred'k W., 1898, 233 S. Broadway.
Blinn, L. W. Lumber Co., 1890, 348 E. Second.

Bliss, John D., 1894, rancher, Glendale.
Bloeser, John, 1893, carpet cleaner, 454–456 S. Broadway.
Blythe, C. M., 1895, real estate, Downey.
Boettecher, H., 1890, wines, San Pedro and Jefferson.
Boggs, Edward M., 1898, hydraulic engineer, 535 Stimson blk.
Bohrman, H., 1889, hardwood lumber, 721 San Pedro.
Bonfilio, N., 1889, Excelsior Laundry, 424 S. Los Angeles.
Bonoff, D., 1899, furrier, 247 S. Broadway.
Bonynge, W. A., 1897, insurance, 121½ S. Broadway.
Boothe, C. B., 1896, mach. and elec. apparatus, 126–128 S. L. A.
Borden, Gail, 1897, invstmts., 508 Laughlin bldg., res. Alhambra.
Bosbyshell, E. P., 1896, agricu. implmts., 130 N. Los Angeles.
Bosbyshell, W. F., 1889, investment broker, 107 S. Broadway.
Boston Optical Co., 1900 (Kyte & Granicher), 235 S. Spring
Boston Store, 1891, dry goods, 239 S. Broadway.
Bostwick, E. E., 1899, expert accountant, 313 Union ave.
Boswell & Noyes, 1894, druggists, Broadway and Third.
Botiller, D., 1891, retired, 843 S. Spring.
Bouton, E., 1890, capitalist, 121 S. Broadway.
Bowers, U. R. & Sons, 1896, paints and varnishes, 451 S. Spring.
Bradley Fertilizer Co., 1899, Bradbury blk.
Bradstreet's, 1891, by C. A. Kenyon, supt., 218 N. Main.
Bradshaw, T. T., 1893, capitalist, 634 S. Spring.
Braly, J. H., 1892, pres. So. Cal. Sav. Bnk., Court and Spring.
Braun, F. W. & Co., 1889, wholesale drugs, 501–505 N. Main.
Braun, Henry, bottler beers and Napa soda, 1044 N. Alameda.
Brearly, D. R., 1890, broker, 105 S. Broadway.
Brent, E. J., 1899, furniture, 530 S. Spring.
Bresee Bros., 1898, funeral directors, Sixth and Broadway.
Bridge, Norman, 1893, M. D., Potomac blk.; 34 Wash. Chicago.
Briggs, J. Smith, 1895, fruit-pitting machines, 334 E. Second.
Briggs-Spence Co., 1897, fruit shippers, 321 Bradbury blk.
Bright, Tony, 1897, prop. Pony Stables, 218 Requena.
Brininstool Lubricating Co., 1899, 1310 San Fernando.
Brink, John E., 1894, caterer, 236 S. Spring.
Broadway Bank, 1897, Bradbury blk.
Broadway Photo Studio, 340½ S. Broadway.
Brode, C., 1891, retired, 1219 S. Olive.
Brook, Harry, 1893, newspaper writer, the Times.
Brousseau, J., 1893, attorney, 403 Bradbury blk.
Brown, Carroll H., 1897, architect, Stimson blk.
Brown, Winstanley Co., 1899, mfr's agents, 210 Commercial.
Browne, F. E., 1894, hardware, 510 S. Spring.
Brownstein, Newmark & Louis, 1895, whle. frngs., 344 N. Main.
Bryant, Oliver C., 1897, builder, 254 S. Broadway.
Budinger, Wm. & Co., 1897, Panorama Stables, 320 S. Main.
Buell, Henry C., 1894, dentist, 218–219 Bradbury blk.
Buffalo Woolen Co., 1897, tailoring, 248 S. Broadway.
Builders Ex., 1899, W. S. Daubenspeck, pres., 224 Stimson blk.
Bull, Arthur, 1900, fruit grower and packer, 135 Stimson blk.
Bumiller & McKnight, 1897, men's furnishers, 123 S. Spring.

Burnett, Frank W., 1894, attornev, Douglas bldg.
Burns, John, 1899, oil operator, 932 N. Court Circle.
Burus, Jas P., 1899, shoes, 240 S. Spring.
Burns, W. H , 1897, secy. and treas. L. A. Elec. Co., 457 S. Brdy.
Burr, John, 1896, rancher, San Fernando.
Burton, G. W., 1895. publisher, 110 S. Broadway.
Busch, A. H. Co., 1895, whol. plumbing, 150 N. Los Angeles.
Byram, E. T., 1894, rancher, Glendale.
Byrne, Callaghan, 1894, real estate, Byrne blk.

Cadwalader, G. D., 1897, broker, 218 N. Main.
Cahuenga Valley Lemon Exchange, 1898, Colegrove.
Caldwell, Alex , 1899. County Assessor, Court House.
California Bank, 1897. banking, Second and Broadway.
California Door Co., 1891, San Pedro and Second.
California Fish Co., 1897, fish packers, 116 Henne blk.
California Hardware Co., 1894, 107–111 N. Main.
California Portland Cement Co., 1894, 105 S. Broadway.
California Sewer Pipe Co , 1890, 649–651 S. Broadway.
California Truck Co., 1899, Bullard blk.
Calkins, B M. Co., 1898, assayers. 127 W. First.
Calkins, F. G., 1900, real estate, 304 Laughlin bldg.
Campbell, Alexander, 1891, attorney, Temple blk.
Campbell, W. D., 1897, curios, 325 S Spring.
Campbell-Johnston Bros., 1894, San Rafael Ranch, Garvanza.
Capitain, Frank J., 1893, architect, Oxnard, Ventura Co.
Capitol Milling Co., 1891, San Fernando and College.
Carpenter, C. C., 1897. fruit grower, 1153 W. Twenty-seventh.
Carpenter, W. H., 1891, rancher, Compton.
Carr, J. E., 1900, grocer, 623 S. Broadway.
Carson, E. A., 1899, city auditor.
Carson, George, 1892, rancher, Compton.
Case-Damerel Hardware Co., 1896, 412 S. Broadway.
Case-Smurr Stove Co., 1893, hardware, 314–316 S. Spring.
Castruccio Bros., 1890, grocers, 134–136 N. Main.
Catalina Conserving Co., 1898, canned lobster, San Pedro.
Cawston, Edwin, 1896, Ostrich Farm, S. Pasadena.
Chamberlain, Lee, 1897. iron and steel, 155 N. Main.
Chambers, Edward, 1894, G. F. agent Southern Cal. Ry. Co.
Chandler & Hall, 1891, circulators, Times.
Chapman, A. B., 1894. farmer, San Gabriel.
Chapman, A. Scott, 1894, farmer, 184 E. Twenty-fifth.
Chapman, J. S., 1893, attorney, Potomac blk.
Chase, H. W., 1894, prop. Hotel Nadeau.
Chase Nursery Co., 1897, Riverside, Riverside Co.
Cheesman, C. D., 1893, real estate, 2921 Figueroa.
Chicago Wall Paper Store, 1891, 433 S. Broadway.
Christopher & Sparks, 1896, caterers, 241 S. Spring.
Churchill, O. H., 1888, National Bank of California.
Citizens Bank, 1897, Third and Spring.
Citizens Transfer Co., 1897, 155 N. Main.

City Brick Co., 1897, 125 W. Second.
City Towel Supply Co., 1897, 127 N. Broadway.
Clark, E. P., 1894, Pasadena & Pacific Ry. Co.
Clark, J. Ross, 1897, mgr., Los Alamitos Sgr. Co., Douglas blk.
Clark, Thos. B., 1899, auctioneer, 133 S. Broadway.
Clark & Bryan, 1894, real estate, 127 W. Third.
Cleveland Cycle Co., 1899, Cleveland bicycles, 452 S. Brdy.
Cline, W. B , 1891, president L. A. Lighting and Electric Cos.
Cochran, W G., 1894, physician, Frost blk.
Cohn, A., 1897, grocer, 215–219 S Main.
Cohn, L. B., 1893, merchandise broker, 120 N. Spring.
Cohn, K. & Co., 1889, wool, 415 N. Main.
Cole, Geo. L., 1897, physician, 217 S. Broadway.
Cole, Nathan, Jr., 1890, real estate, 219 Henne blk.
Cole, Z. T., 1894, retired, 219 Henne blk.
Colton Fruit Exchange, 1897, Colton, San Bernardino Co.
Comstock, Theo. B., 1898, mining engineer, 535 Stimson blk.
Conant, G. F., 1895, insurance and real estate, 119 S. Broadway.
Conradi, S., 1881, jeweler, 205 S. Spring.
Cook, J. E., Mer. Co., 1896, mfrs' agts., Alameda and Ducom'un.
Cook & Pearsons, 1894, real estate and loans, 244 S. Broadway.
Cosby, J. F., 1895, retired, Hotel Van Nuys.
Coulter, F. M., 1890, dry goods, 317–327 S. Broadway.
Covina Citrus Association, 1900, fruit shippers, Covina.
Craig, R. L. & Co., 1894, whlesle. gro-, 112–118 S. Los Angeles.
Crandall, Aylesworth Co., 1897, mdse., 113-15 N Spng.; 535-37 S. Spng.
Crane Co., 1889, plumbers' supplies, 126–128 N. Los Angeles.
Crescent Coal Co., 1893, 125 W. Second.
Crombie & Co., 1895, wholesale flour dealers, 801-803 E, First.
Crookshank, A. J., 1898, register U. S. Land Office.
Cross, John, 1893, capitalist, 339 Loma Drive.
Cuculits, J. F., 1899, groceries and produce, 330 W. Fourth.
Cudahy Packing Co., 1896, Southern Cal. Ry., near Macy.
Cummings, W. E., 1897, shoes, Fourth and Broadway.
Cunningham, J. C., 1891, trunks, 224 S. Main.
Currier, A. T., 1898, Currier blk, city.
Curry & Schmitz, 1899, liquors, Wilcox blk.
Curtis-Newhall Ad. Co., 1897, news.-mag. ad., 223 W. Second.

Darling, H. A., 1894, real estate and loans, Laughlin bldg.
Darmondy & Schaffer, 1896, Belmont Café, Fifth and Main.
Davies, James M., 1893, capitalist, 117 S. Broadway.
Davis, C. M. Engraving Co., 1897, photo engv., 121½ S. Brdy.
Davis, Edgar M., 1900, secy E. C. Webster Co., 110 S. Spring.
Davisson, J. H., 1893, physician, Laughlin blk.
de Fries, R., 1898, liquor dealer, 221 W. Fourth.
DeCamp, C. E., broker, 313 W. Second.
Del Amo, Dr. G , 1890, 1705 Bush st., San Francisco.
Despars, H. F., 1899, groceries, Twenty-fifth and Main.
Desmond, C. C., 1890, hatter, 141 S. Spring.
DeVan, W. S., 1889, capitalist, 233 W. First.

Dickinson & Bush, 1899, real estate, Wilcox blk.
Dillingham, W. C., 1900, printing and ad. 315 W. Second.
Dillon, H. C., 1891, attorney, Currier blk.
Dockweiler, Isidore B., 1895. attorney, Douglas blk.
Dobbins, H. M., 1899, pres. Pasadena Cycleway, Pasadena.
Doheny, Edw. L., 1900, oil producer, 424 Douglas blk.
Dorman, A., 1893, horticulturist, Rivera.
Drain, John H., 1897, street superintendent, City Hall.
Drumgold, R. W, 1895, mfg. and painting signs, 654 S. Spring.
Duarte-Monrovia Fruit Exchange, 1898, Duarte.
Ducommun, C., 1897, hardware, 300-302 N. Main.
Dun, R. G. & Co., 1891, mercantile agency, 232 N. Main.
Duncan, Boaz, 1897, rancher, Monrovia.
Dunn, W. E., 1894, attorney, Potomac blk.
Duque, B. V., 1893, capitalist, 1030 S. Hope.
Duque, T. L., 1892, president Main Street Savings Bank.

Eagleson, J. G., 1897, men's furnishing goods, 112 S. Spring.
Earl Fruit Co., 1894, wholesale fruits, etc., 318-320 W. Third.
Easton, Eldridge & Co., 1893, real estate, 121 S. Broadway.
East Side Canning Co., 1899, 220 Avenue 19, N.
Eaton, Fred., mayor, 1889, City Hall.
Eckert & Hopf, 1900, restaurant, Santa Monica.
Eckstrom, A. A., 1897, wall paper and moldings, 324 S. Spring.
Edelman, A. M., 1890, architect, 233 S. Broadway.
Edison Electric Co., 1898, power and lighting, 124 E. Fourth.
Edwards & Vance, 1895, grocers, 553-555 S. Spring.
Eisen, Theo. A., 1891, architect, Stimson blk.
Ellington, A. W., 1897, druggist, Fourth and Spring.
Elliott, George, 1897, art dealer, 421 S. Spring.
Elliott, J. M., 1989, prest. First National Bank, 224 N. Main.
Ellis, H. Bert, 1897, physician, Bradbury blk.
Empire Laundry, 1895, 149-151 S. Main.
Entenmann & Borst, 1897, mfg. jewelers, 217½ S. Spring.
Erhardt, Chas. A., 1891, metal cornices, 139 E. Third.
Erkenbrecher, Byron, 1897, First and Broadway.
Eshman, G., 1894, retired, 1943 Figueroa.
Esternaux, M. & Co., 1897, Pac. Wrehse., Com., 801 E. First.
Evening Express Co., 1891. 225 W. Second.
Everhardy, & Wreden, 1899, butchers, Third and Spring.
Eyraud, Emanuel, 1891, wines and liquors, 130 S. Main.

Farmers and Merchants Bank, 1891, cor. Main and Commercial.
Fay Fruit Co., 1898, fruit shippers, 307 W. Second.
Ferguson, Wm., 1894, capitalist, 303 S. Hill.
Fernando Fruit Growers Association, 1897, Fernando.
Field, E. S., 1895, supervisor, Court House.
Field & Cole, 1899, curios, 349 S. Spring.
Fiske, Henry, C., Jr., 1897. Davis Swg. Mach. Co., 435 S. Brdy.
Fitzgerald Music and Piano Company, 1898, 113 S. Spring.
Fitzgerald, W. F., 1899, superior judge, Court House.

First National Bank, 1894, 226-228 N. Main.
Fleur, E., 1894, whol. liquors and wines, 406 N. Los Angeles.
Flint, Frank P., 1897, U. S. district attorney, Federal bldg.
Flint, J. Powers, 1895, oil producer, 1817 S. Flower.
Forman, Chas., 1888, mining, 400-401 Currier blk.
Forrester, Chas., 1897, capitalist, 846 Figueroa.
Forster, John F, 1890, retired, 107 S. Broadway.
Foshay, J. A., 1895, school superintendent, Laughlin bldg.
Foster, Ernest K., 1893, printer, 221 Franklin.
Fowler Bros , 1893, books and stationery, 221 W. Second.
Fox, C. J., 1897, capitalist, 953 W. Seventh.
Francis, John F., 1894, capitalist, cor. Bonnie Brae and Ninth.
Francisco, A. W., 1898, attorney, Court House.
Franklin Oil Co., 1899, refiners of petroleum, Bryson blk.
Franklin Printing Company, 1894, 129 Temple.
Freeman, D., 1889, capitalist, Freeman blk.
Freeman, E. W., 1899, attorney, Currier blk.
French, P. M., 1893, contractor, 107 N. Broadway.
Frese, Adolph, 1899, manufacturing optician, 126 S. Spring.
Frey, J. W., 1888, mantels, 535 S. Broadway.
Fruhling Bros., 1894, iron works, 216-218 S. Los Angeles.
Fruit World Publishing Company, 1899, 219 Stimson blk.
Fryman, H. C., 1899, Hotel Palms, 615 S. Broadway.
Fuller, W. P. & Co., 1894, paints, 140-144 N. Los Angeles.
Fulton Engine Works, 1891, Chavez and Ash.

Gaffey, John T., 1893, real estate, San Pedro,
Ganahal Lumber Company, 1891, First and Vignes.
Gardner, B. F., 1894, books and stationery, 305 S. Spring.
Garland, Wm., 1899, railroads, 314 Stimson blk.
Garland, W. M., 1894, real estate and insurance, Wilcox blk.
Garnsey, L. T., 1890, capitalist, 246 S. Spring.
Garretson, S. W., 1894, supt. L. A. Lighting Co., 457 S. Brdy.
Gazette Publishing Co., 1895, 103 E. Second.
Geiger, Chas. E., 1897, cabinet maker, 257 S. Los Angeles.
Gephard, George, 1891, capitalist, 238 N. Grand ave.
Germain, Eugene, 1897, California products, 330 S. Main.
Germain Fruit Co., 1889, 330 S. Main.
Germain, Edw., 1897, Wine Co., Fourth and Los Angeles.
Gibbon, T. E., 1892, attorney, 316 Byrne blk.
Gibson, F. A., 1888, cashier, First National Bank.
Gibson, Jas. A., 1900, lawyer, Bradbury blk.
Giese, F. J., 1893, druggist, 103 N. Main.
Giese, H., 1891, retired, 150 N. Los Angeles.
Gilbert, John M., 1898, retired, Hotel Van Nuys.
Gilman, E., 1894, tea and coffee, 115 E. Second.
Gird, Richard, 1891, capitalist, Chino.
Gish, John H., 1897, county tax collector, Court House.
Glass, J. M., 1897, ex chief of police.
Glassell, Andrew, 1890, attorney, 315 New High.
Glassell, A., Jr., 1894, farmer, Tropico.

Glass & Long, 1893, blank book manufacturers, 217 New High.
Godfrey & Moore, 1893, druggists, 108 S. Spring.
Godin, L. W., 1893, shoes, 137 S. Spring.
Golden Brand Hygienic Coffee Co., 1899, 310 S. Los Angeles.
Goodenow-Sheldon Co., 1891, dry goods, 135 S. Spring.
Goodrich & McCutchen, 1895, attorneys, 118 Court.
Goodwin, G. H. A., 1892, California Cultivator, 113 S. Brdy.
Gordon, Robert, 1897, restaurant, Royal Bakery, 118 S. Spring.
Gourley, Fred, 1894, contractor, 216 E. Fourth.
Graff, M. L., 1889, attorney, Bullard blk.
Graham, Wm. M., 1899, comc'l photographer, 119½ S. Spring.
Gray, A. Tennant, 1895, Pac. Coast Regalia Co., 110 W. Second.
Gray, F. Edward, 1891, florist, 140 S. Spring.
Grant, L. A., 1894, contractor, 102½ S. Spring.
Graves, J. H., 1893, attorney, 21 Baker blk.
Graves, W. L., 1896, pres. Mer. Nat. Bank, First and Spring.
Graves Fruit Co., 1899, commission merchants, Ninth and L. A.
Greenwald, J, 1894, tobacco and cigars, 107 S. Spring.
Griffith, A. P., 1892, rancher, Azusa.
Griffith Company, J. M., 1890, lumber, 943 N. Alameda.
Griffith, G. J., 1889, capitalist, 27 Bryson blk.
Griffith, John T., 1896 insurance, Potomac blk.
Grimes-Stassforth Stationery Co., 1894, 306 S. Spring.
Groff, L. A., 1894, postmaster.
Guasti, Secondo, 1894, wines and liquors, Third and Alameda.
Guenther, Fritz, 1899, Menlo Hotel, 420–426 S. Main.
Guenther, Wm., 1897, restaurant, 234 S. Spring.
Guthridge, C. F., 1899, Keystone and Main st. Mills, 846 S. Main

Haas, Walter F., 1899, city attorney, City Hall.
Haas, Baruch & Co., 1890, whlsle. gro., 320–326 N. Los Angeles.
Haddock, Chas. G., 1897, retired, Rosslyn Hotel.
Hagan, Ralph, 1898, physician and surgeon, Douglas blk.
Hale, J. M., 1891, dry goods, 109 N. Spring.
Hall, Chas. Victor, 1892, retired, 2020 Central ave.
Hamburger, A. & Sons, 1894, People's Store, 135–145 N. Spring.
Hamilton & Baker, 1898, shoe dealerr, 239 S. Spring.
Hammam Turkish Baths, 1897, Brooks & Co., 210 S. Broadway.
Hammell, W. A., 1899, sheriff, Court House.
Hanbury, J. D., 1900, mining, 240 Wilcox blk.
Hardison, W. L., 1900, oil producer, 212 Tajo blk.
Harris, Murray M, 1896, organ builder, 657–659 San Fernando.
Harris, W. T., 1897, watchmaker and jeweler, First and Main.
Harper-Reynolds Co., 1889, hardware, 152–154 N. Main.
Harris, Wm. A., 1894, attorney, 91–92 Bryson blk.
Harris & Frank, 1891, clothiers, 121–123 N. Spring.
Hartwell, W. A., 1896, city treasurer, City Hall.
Hatch, D. P., 1894, attorney, 334 Wilcox blk.
Hatch, P. E., 1898, bank cashier, Long Beach.
Haupt, Svade & Co , 1899, bicycle dealers, mfrs., 604 S. Brdy.
Haupt, Paul, 1899, contractor, 623 Laughlin bldg.

Hauser, Julius, 1895, butcher, 129 S. Main.
Haverty, Thomas, 1894, plumbing, 435 S. Broadway.
Hawgood, H., 1895, consulting engineer, Bradbury blk.
Hawley, J. B., 1899, mining engineer and assayer, 232 New High.
Hawley, King & Co., 1889, carriages farm implts, 164-66 N. L. A.
Hayman, B., 1893, carriages and vehicles, 114-116 N. L.A.
Haynes, J. R., 1893, physician, 929 S. Main.
Hayward, Henderson, 1899, oil operator, 357 S. Spring.
Hazard, H. T., 1888, attorney, 9 Downey blk.
Hellman, Jas. W., 1896, hardware, 157-161 N. Spring.
Heim, F. A., 1899, bottling works, 140 Ramirez.
Heinzeman, C. F., 1891, drugs, 222 N. Main.
Hemet Land Co., 1896. Hemet, Riverside Co.
Henderson, W. O., 1899, parasols and umbrellas, 336 S. Brdy.
Hendryx, Dr. W. A., 1899, mining, Douglas blk.
Henne, C., 1897, capitalist, Henne blk.
Henshey, B. B., 1899, supt. Coulter's dry goods store, 317 S. Brdy.
Henry, W. A. & Co., 1894. commission, Ninth and Los Angeles.
Herald Publishing Co., 1893, 136 S. Broadway.
Herron, R. H. Co., 1899, oil-well supplies, 212 N. Los Angeles.
Hicks, C. W., 1899, confectioner, 233 S. Spring.
Hicks, Frank S., 1894, insurance, Bradbury blk.
Hickson, James, 1893, fruit grower, Station A, E. Los Angeles.
Hill, Jas. & Sons Co., 1894, vinegar, pickles, etc., 1001 E. First.
Hill, Randolph W., 1893, physician, Nadeau hotel.
Hinchcliffe, C. W., 1895, asst. gen'l supt. S. Tel. and Telg. Co.
Hinton & Whitaker, 1897, insurance, 140 S. Broadway.
Hoegee, Wm. H., 1891, tents and awnings, 138 S. Main.
Hoffman, A. P., 1891, insurance, 107 S. Broadway.
Holabird, W. H., 1895, real estate, Douglas blk.
Hole, W. J., 1898, mer. and land owner, La Habra, Orange Co.
Holland, W. M., 1897, retired, 935 Sunbury.
Holliday, W. H., 1896, cashier Mer. Natl. Bk., First and Spring.
Holmes, W. H., 1894, law and collection agency, Bullard blk.
Holterhoff, Godfrey, Jr., 1897, treasurer Southern Cal. Ry. Co.
Hook, W. S., 1896, president Traction Ry. Co., 957 W. Adams.
Hooker, John D., 1891, riveted iron pipe, 132 S. Los Angeles.
Horgan & Burke, 1900, paints and wall paper, 430 S. Spring.
Horton, R. L., 1899, attorney at law, 210 Henne, blk.
Hotel Green Company, 1894, Pasadena.
Houghton, S. O., 1893, attorney, Bullard blk.
Howe Bros., 1895, hardware and plumbing, 552-554 S. Spring.
Howe-Curry Co., The, 1899, mach. and supplies, 201-3 N. Main.
Howell, R. H., 1894, retired, S Bank and Trust Co., Bryson blk.
Howland & Co., 1891, photographic supplies, 211 S. Main.
Howry, C. D., 1894, funeral director, 509-511 S. Broadway.
Hubbell, S. C., 1894, attorney, Bullard blk.
Hubert, C. A., 1899, tourist information bureau, 207 W. Third.
Hudson, F. D., 1899, bld. supt., City Hall.
Hughes Bros., 1897, C. A. Planing Mill, bet. Second and Third.
Hughes, W. E., 1888, broker, Henne blk.

Hulse, Bradford & Co., 1894, whle. upholstery 212-14 W. Sixth.
Hummell Bros. & Co., 1899, employment agts., 300 W. Second.
Hunsaker, Wm. J., 1896, attorney, 408-410 Currier blk.
Hunt, Sumner P., 1893, architect, Stimson blk.
Hurin, Jas. H., 1897, mining broker, 332 Stimson blk.
Hutchison, E. L., 1997, attorney, Douglas blk.
Hutchison, W. G. & Co., 1896, gas fixtures, 597 S. Spring.
Hutton, A. W., 1888, attorney, Temple blk.
Hynes, S. B., 1896, gen. man. L. A. T. Ry.
Hyatt, C. W., 1897, real estate, Vermont and Jefferson.

Ice and Cold Storage Co. of L. A., 1895, Seventh and Mesquite.
Illich, Jerry, 1890, caterer, 233, W. Third.
Imler, D. H., 1900, real estate, etc., 119 S. Broadway.
Innes-Crippen Shoe Co., 1898, Third and Broadway.
Irving, Jas. & Co., 1896, refiners and assayers, 128 N. Main.
Isaacs Bros., 1895, Unique Glove House, 245 S. Broadway.

Jacoby Bros., 1891, clothiers, 331-335 S. Broadway.
Jack, Wm. M., 1899, capitalist, 360 S. Broadway.
Jepson & Son, 1896, harness and saddlery, 116 S. Main.
Jevne, H., 1888, grocer, 208-210 S. Spring.
Johnson, G. G., 1889, broker, 119 S. Broadway.
Johnson, Milbank, 1897, physician, Frost blk.
Johnson, O. T., 1890, Westminster Hotel, Fourth and Main.
Johnson, Carvell & Co., 1896, commission, 307 N. Los Angeles.
Johnson & Musser Seed Co., 1899, 113 N. Main.
Jones, E. W., 1888, retired, San Gabriel.
Jones, John H., 1894, capitalist, 137 W. Fifth.
Jones, John T., 1895, attorney, Fulton blk.
Jones, Mark G., 1888, county treasurer, Court House.
Jones, T. T. & Son, 1896, printers, paper boxes, 311 S. Main.
Joseph, I., 1899, furniture and carpets, 426-428 S. Spring.
Judson, A. H., 1890, attorney, Bullard blk.

Kahn-Beck Co., 1894, manfrs. macaroni and candy, 467 Aliso.
Kellam, E. R., 1894, coal, 235 W. Third.
Kellogg, C. G., 1899, public administrator, rm. 29, Court House.
Kelsey & Foster, 1897, real estate and loans, 220 Wilcox blk.
Kendrick, Humphrey B., 1895, Jap. art products, 340 S. Main.
Kennedy, W. F., 1897, dentist, 106 N. Spring.
Keppler & Tamm, 1898, prsv. and pking. wks, 235-41 San Pedro.
Kerckhoff-Cuzner Co., 1890, lumber, Alameda and Macy.
Kerens, Richard C., 1894, capitalist, Term. Ry., St. Louis.
Kerkow, P., 1894, liquor dealer, 344 S. Spring.
Kern, Robt., 1895, wines and liquors, 225 W. Third.
Kern River Co., 1896, 415, 416 Currier blk.
Kestner, Chas., 1895, meat market, 329 W. Fifth.
Keystone Produce Co., 1897, C. W. Thompson, proprietor, wholesale butter and eggs, 380-384 S. Los Angeles
Kingsbaker Bros. & Co., 1891, whlsle cigars, 111 N. L. A.

Kingsley-Barnes & Neuner Co., 1890, printers, 123 S. Broadway.
Kinney, Abbot, 1891, fruit grower, 134 S. Broadway.
Kinney, Arthur W., 1897, receiver pub. moneys, Potomac blk.
Kitts & Jeffries, 1897, printers and engravers, 129 S. Spring.
Klokke, E F. C., 1891, orange grower, 2105 Figueroa.
Knarr, Geo., 1897, livery, Tenth and Flower.
Knoch, Ulrich, 1897, prop. Com. Printing House, 209 S. Brdy.
Kremer, Campbell & Co , 1894, fire insurance, 212 N. Spring.
Kriechbaum, G. H., 1895, dentist, 356 S Broadway.
Kuhrts, J., 1892, capitalist, 107 W. First.
Kurtz, L. R., 1899, real estate and insurance, 228 Byrne blk.

Lacy Manufacturing Co., 1891, pipe, Baker blk.
La Grange, O. H., 1900, Governor Soldiers' Home.
Lamme, E. H., 1896, attorney, Lankershim blk.
Land of Sunshine Publishing Co., 1896, 121½ S. Broadway.
Lang-Birely Co., 1897, printers and designers, 311 W. Second.
Lankershim, J. B., 1888, capitalist, Lankershim blk.
Last, C. F. A., 1890, wines and liquors, 129 N. Main.
Laughlin, Homer, 1898, capitalist, Laughlin blk.
Laux, C., 1893, drugs, 231 S. Broadway.
Lawrence, H. W. & Co., 1895, New York Kitchen, 120 W. First.
Laventhal, E. & Sons, 1896, wholsle. liquor, 204-206 N. Main.
Lazarus & Melzer, 1891, wholsle. stationery, 300-304 N. L. A.
Lee, Bradner W., 1894, attorney, Henne blk
Lee, H. T., lawyer, 412 Bullard blk
Leete, W. H., 1900, cashier, L. A. Terminal Ry. Co.
Leighton, Geo. B., 1894, president L. A. Term. Ry., St. Louis.
Leithead, H , 1896, original tally-ho stables, 111 N. Broadway.
Leonardt, C., 1895, cement chemist and contractor, Byrne blk.
Letts, Arthur, 1896, Broadway Dept. Store, Fourth and Brdy.
Levy, A., 1897, restaurant, 111 W. Third.
Levy, Felix, 1899, butcher, 332 S. Spring.
Levy & Co , 1891, wholesale liquors, 319-321 N. Main.
Lewis, C. H., 1899, druggist, Third and Main.
Lewis, S. B., 1888, wholesale harness, 223-225, N. Los Angeles.
Lichtenberger, H. C., 1894, art store, 204 S. Spring.
Like, A. I., 1900, succr. to Tabor Carriage Works, 800 S. Spring.
Linck, F. X., 1899, planing mill, 1827 S. Main.
Livingston, R., 1895, Keystone Iron Works, College, nr. Main.
Llewellyn Iron Works, 1893, San Fernando and Magdalena.
Lloyd, Ed., 1894, carriage maker, 227-229 Requena.
Lloyd Scovel Iron Co., 1894, iron and wagon mtrl, 323 N. L. A.
Loeb, Leon, 1893, capitalist, 339 N. Main.
Loeb, Fleishman & Co., 1896, fruit and prod., 223-227 S. L. A.
Lowenthal, Max, 1896, attorney, Bullard blk.
Longo, I, 1897, tailor, 208 S. Broadway.
Los Angeles Art Leather Co., 1899, Ninth and Los Angeles.
Los Angeles Box Co., 1891, 405 Wall.
Los Angeles Brewing Co., 1898, 600-622 East Main.
Los Angeles Business College, 1891, Currier blk.

Los Angeles Directory Co., 1895, publishers, 432 Stimson blk.
Los Angeles Engraving Co., 1897, photo engrv., 205½ S. Main.
Los Angeles Farming and Milling Co., 1894, 334 Commercial.
Los Angeles Furniture Company, 1891. 225–229 S. Broadway.
Los Angeles Hardware Company, 1898, 226 S. Main.
Los Angeles Hay Strge. & Mlg. Co., 1897, Third and Central.
Los Angeles Leather and Finding Co., 1899, 125 N. Main.
Los Angeles Lime Co., 1897, 203 San Pedro.
Los Angeles Lithographic Co., 1891, 701–711 E. First.
Los Angeles Lumber Co., 1891, Fifth and San Pedro.
Los Angeles Metal Works, 1897, tin cans, Anderson and Elliott.
Los Angeles National Bank, 1889, First and Spring.
Los Angeles Olive Growers Ass'n, 1900, 308, 309 Bradbury blk.
Los Angeles Planing Mill, 1899, 520 San Pedro.
Los Angeles Prsd. Brick and Terra Cotta Co., 1891, 105 S. Brdy.
Los Angeles Printing Co., 1890, 232 W. First.
Los Angeles Rub. Stamp Co , 1894, seals, stencils, 224 W. First.
Los Angeles Sash and Door Co., 1893, 234 Aliso.
Los Angeles Savings Bank, 1893, 230 N Main.
Los Angeles Soap Co., 1891, 566–570 Banning.
Los Angeles Stoneware Co., 1895, mnfrs., 423 Avenue 26, N.
Los Angeles Transfer Co., 1891, 432 S. Spring.
Los Angeles Wall Paper Co., 1896, wall paper, 309 S. Main.
Los Nietos and Ranchito Walnut Gro. Assn., Inc., 1898, Rivera.
Lowman, I. L., 1891, men's furnishing goods, 131 S. Spring.
Loury, W. R., 1900, tree spraying, Covina.
Luckenbach, C. A., 1894, purchasing agent, L. A. Lighting Co.
Ludwig & Mathews, 1897, vegetables, Mott Market.
Leuitwieler, S. W., 1888, agricultural imp'ls, 405–407 N. Main.
Lunt, R. G., 1890, insurance, 140 S. Broadway.
Lusk & Bender, 1899, props. cab and carriage line, 826 S. Main.
Lyon, A. D., 1900, fruits and vegetables, 401 S. Spring.

MacGowan, D. Granville, 1890, physician, Douglas blk.
Machado, Andres, 1894, farmer, Palms.
Machin, Edward B., 1894, shirt maker, 118 S. Spring.
Mach. & Elec. Co., 1897, mach. and elec. spls., 351–353 N. Main.
Macneil, H. L., 1888, retired, Bryson blk.
Maeder, Priester & Co., 1896, The Fair, 226 S. Spring.
Magee, R., 1897, hatter, 218 N. Spring.
Maginnis, A. P., 1891, broker, Bradbury blk.
Magnus, Selmar, 1897, ticket broker, 212 S. Spring.
Maier, Simon, 1890, wholesale butcher, 149 N. Spring.
Maier & Zobelein, 1889, brewers, Aliso and Commercial.
Maines, A. R , 1893, bicycles, carpets, rugs, 435 S. Spring.
Marble, John M. C., 1889, prest. National Bank of California.
Marceau, Theo. C., 1897, photographer, L. A. Theater bldg.
Markham, Monroe, 1900, sec'y U. S. Oil Co., First and Brdy.
Martin, I. T., 1895, furniture and carpets, 531–533 S. Spring.
Mertz, Henry, 1894, builder, 702 W. Seventh.
Mason, Geo., 1894, capitalist, Laughlin blk.

Masters, J. H., 1897, tent and awning mfr., 136 S. Main.
Mathews Bros., 1888, commission, 235 S. Los Angeles.
Mathews' Paint House, 1893, 238 S. Main.
Mathews, Newell Co., 1897, agricu. implts., L. A. and Requena.
Mathuss, Z. D., 1897, retired, 345 Wilcox blk.
Matson, Henry, 1896, wines and liquors, 908 E. Fifth.
Maude, F. H., 1897, photographer, 120½ S. Spring.
Maurice, W. H., 1891, commission, 251 San Pedro.
Maussard-Collier Co., 1899. photo-engravers, 115½ N. Main.
McBride, Jas. H., 1899, physician, Potomac blk.
McBride, Robt. Y., 1892, printer, 316 W. Second.
McBurney, W. F., 1897, McBurney's Kidney Cure, 418 S. Spring.
McClellan, Wm. Jr., & Co., 1889, picture frames, 111-15 Winston.
McConnell, Lee A., 1896, real estate and insurance, Frost bldg.
McDonald Grain and Milling Co., 1899, 925-931 E. Third.
McFarland, S. R., 1896, livery stable, 260 S. Main.
McGarry, D. M., 1891, retired, 1624 E. Eighth.
McGarvin, Robt., 1890, real estate, 220½ S. Spring.
McGrath, T. Frank, 1897, interior decorator, 414 S. Broadway.
McIntosh, J. A., 1895, shell worker, 1825 S. Main.
McKee, H. S., 1894, engineer, Currier blk.
McKeever & Wallace, 1893, commission and seeds, 507 N. Main.
McKinley, J. W., 1889, attorney, Bullard blk.
McKinney, R. R., 1899, mortgage loans, 307 Laughlin bldg.
McLachlan, James, 1891, attorney, 540 Byrne blk.
McLain, Geo. P., 1898, merchant, 252½ S. Main.
McLean, Wm., 1890, plaster ornaments, Center Place.
McNally, Andrew, 1893, publisher, Altadena and Chicago.
Mead & Tait, 1896, fire insurance, 228 W. Fourth.
Meek & Co., 1894, wholesale bakery, Sixth and San Pedro.
Marcereau, J. D., 1900, bridge and wharf contr., 234 W. 33rd.
Melczer, Joe. & Co., 1896, liquors, 139 S. Main.
Melick, W. S., 1894, editor Daily News, Pasadena.
Merrill, Leonard, 1895, real estate, 135 S. Broadway.
Merrill, S. I., Oil Co., 1899, 434 S. Broadway.
Messmore, Frank H., 1893, restaurant, 104 W. Second.
Metcalfe, A. R., 1899, attorney at law, Pasadena.
Metcalf, H. H., 1891, retired, 300 S. Olive.
Meyberg Bros., 1891, glasswr., gas and elec. fix. 341-343 S. Spring.
Meyer, S., 1896, crockery and glassware, 347 S. Broadway.
Miller, Clarence A., 1895, attorney, Bryson blk.
Miller, Frank A., 1897, Hotel Glenwood, Riverside.
Miller, John M., 1897, attorney, Wilcox blk.
Mitchell, L. H., 1896, real estate, 135 S. Broadway.
Montague, W. W. & Co., 1888 stoves, 124 N. Los Angeles.
Montgomery Bros., 1891, jewelry, 253 S. Spring.
Montgomery, H. L., 1891, fruit grower, Rivera.
Morgan, L. W., 1897, assayer, 260-263 Wilson blk.
Morgan Oyster Co., 1895, fish, poultry, oysters, 329-233 S. Main.
Moore, Walter S., 1896.
Morrison, W. E. D., 1895, veterinary surgeon, 323 W. Fifth.

Mosgrove, H., 1890, cloaks, 119 S. Spring.
Mosher, L. E., 1891, Business Manager Times.
Mott, S. H., 1890, Perry Lumber Co., Commercial.
Mueller, Oscar C., 1899, attorney, 354 Wilcox blk.
Muir, J. A., 1893, Div. Supt. So. Pac., 756 Hawkins.
Mulford & Pollard, 1896, attorneys, Bullard blk.
Mullen, Bluett & Co., 1889, clothiers, First and Spring.

Nadean, George A., 1891, rancher, Florence.
Nadeau, H., 1890, physician, McDonald blk.
Natick Hotel, 1897, 108-110 W. First.
National Ice Co., The, 1895, corner Center and Turner.
Neidig, A. H., 1891, broker, Wilcox blk.
Neiswender, W. H., 1899, broker, 119 S. Broadway.
Neisser, Edward, 1897, architect, 329-331 Byrne blk.
Neuer, W. W., 1897, pres. Central Oil Co., 309 Wilcox blk.
Neville, J. B., 1894, broker, 203 Bradbury blk.
Newberry, J. R. 1894, grocer, 218 S. Spring and 121 S. Main.
Newhall, Walter S., 1897, fruit grower, Duarte.
Newitt, J. C., 1897, advertising, 247 S. Broadway.
Newlin, T. E., 1894, Los Angeles Brick Co., 125 W. Second.
Newlin, Wm. Ver Planck, 1897, Cons. Frwrd. Co., 538 Byrne blk.
Newmark Bros, 1894, coffee, teas, spices, etc., 219 N. L. A.
Newmark, H. & Co., 1895, hide merchants, 339 N. Main.
Newmark, M. A. & Co., 1888, wholesale grocers, 141-51 N. L. A.
Newmark & Edwards, 1890, grain, 119 N. Broadway.
Nielson Bros., 1899, wall paper, 704-708 S. Spring.
Niemann, F. & Co., 1898, cement contractors, 244 S. Broadway.
Niles, Wm. & Co., 1889, fine stock raising, E. Washington.
Nordlinger, S., 1895, silver and goldsmith, 109 S. Spring.
Norton Drake Co., 1896, supply company, 1500 San Fernando.

Obear, W. H., 1896, real estate, 132 S. Broadway.
O'Bryan, R. C., 1898, loans, Douglas blk.
O'Dea, M. F., 1891, broker, Bradbury blk.
Off, J. W. A., 1900, bank cashier, Second and Spring.
Off & Vaughn, 1893, druggists, 360 S. Spring.
Oliver & Haines, 1894, stationers, 106 S. Spring.
Olmstead, F. H., 1899, city engineer, City Hall.
Olshausen, Arthur E., 1892, thoro. poultry, 1417 S. Flower.
Olshausen, E., 1896, stoves, 450 S. Spring.
Olshausen, G. A., 1894, 646 W. Fifteenth.
O'Melveny, H. W., 1894, attorney, room 21, Baker blk.
Ontario Cucamonga Fruit Exchange, 1897, North Ontario.
Orange Belt Paint Co., The, 1895, paints and oils, 150 S. Main.
Orange County Fruit Exchange, 1897, Orange.
Ormiston, W. C., 1895, fruit grower, Azusa.
Orr & Hines, 1897, undertakers, 647 S. Broadway.
Osborn, W. M., 1894, livery, 317 W. Fifth.
Owl Drug Co., The, 1895, 320 S. Spring.

Pacific Brick Co., 1899, 224 Stimson blk.
Pacific Clay Manufacturing Co., 1899, 649-651 S. Broadway.
Pacific Crockery Co., 1892, 220 N. Los Angeles.
Pacific Furniture Co., 1898, mfrs. of furniture, 305-307 E. Fifth.
Pacific Marble and Granite Co., 1893, 931 E. First.
Pacific Postal Telegraph Co., 1896, 128-130 W. Second.
Painter, M. D., 1894, Hotel, Pasadena.
Palm, Chas. W., Co., 1891, printers, 121 N. Broadway.
Palmer, Truman G., 1894, land and water, 1119 Stock Exchange bldg., Chicago, Ill.
Paraffine Paint Co., 1899, 312-314 W. Fifth.
Parker, C. C., 1897, bookseller and stationer, 246 S. Broadway.
Parker, L. G., 1894, real estate, 111 Henne blk.
Parmelee, Z. L., 1890, glassware, 334 S. Spring.
Parmelee-Dohrman Co., 1899, crockery and glass., 232 S. Spring.
Parsons, G. W., 1888, broker, 107 S. Broadway.
Pascoe, Thos., 1893, Hotel Lincoln, 209 S. Hill.
Patterson, W. C. & Co., 1888, commission, 350 S. Los Angeles.
Patton, Geo. S., 1890, attorney, San Gabriel.
Pease, Niles, Furniture Co., 1890, 439-443 S. Spring.
Peck & Chase, 1897, undertakers, 435 S. Hill.
Peck, Geo. H., Jr., 1897, banker, San Pedro.
Peck, T. C., 1900, asst. gen'l mgr. L. A. Terminal Ry.
Perkins, Gregory, Jr., 1894, Sec. Board of Trade, Bullard blk.
Perry Lumber and Milling Co., 1889, Commercial.
Petrich & Hogan, 1900, theater and restaurant, 112-116 Court.
Petsch, Ad., 1894, fruit grower, 2110 Figueroa.
Peyton, Valentine, 1900, prest. Mt. Lowe Ry. Co., Stimson blk.
Phelps, T. W., 1893, ranching, 850 Westlake ave.
Phillips-Judson Excursion Co., 1886, 128 W. Second.
Phillips, Lee A., 1899, attorney, 254 S. Broadway.
Phillips, Wm., 1893, merchant tailor, 120 S. Spring.
Pico, Romulo, 1894, farmer, Broadway Hotel.
Pierce, C. C., 1897, view photographer, 323 S. Spring.
Pierce, Edw. T., 1895, Prin. State Normal School.
Pike, Geo. H., 1891, capitalist, 137 W. Fifth.
Pine Box Mfrs. Agency, 1900, fruit boxes, 367-369 E. Second.
Pioneer Roll Paper Co., 1893, 205-207 N. Los Angeles.
Pioneer Truck Co., 1891, 105 Market.
Pironi, Chas. B., 1890, wine, 340 N. Main.
Placentia Orange Growers Association, 1897, Fullerton.
Platt, Geo. E., 1897, dairy and Jersey stock dealer, Station B.
Poheim, Joe, 1896, merchant tailor, 143 S. Spring.
Poindexter & Wadsworth, 1894, brokers, 305 W. Second.
Polaski Bros., 1891, tailors, 224 W. Third.
Pomeroy, A. E., 1888, capitalist, 141 S. Broadway.
Ponet, Victor, 1889, retired, German-American Savings Bank.
Pope, John D., 1893, attorney, 327 Stimson blk.
Porter, B. F., 1897, rancher, 331 N. Los Angeles.
Porter Bros. Co., 1895, wholesale commission fruits, Bryne blk.
Potter, Milo M., 1897, prop. Hotel Van Nuys.

Powers, Luther M., 1897, physician and surgeon, City Hall.
Pridham, R. W., 1893, box factory, 112 N. Los Angeles.
Prindle, Harrison, 1899, atty. and insurance, 340 Wilcox blk.
Purcell, W. H., 1899, retired, 853 S. Alvarado.
Putnam, J. R. & A., 1896, photographers, Temple blk.

Ralph, Geo. A., 1894, grocer, 601–603 S. Spring.
Ramish & Marsh, 1893, contractors, Los Angeles.
Raphael, H., 1894, glass, 509–511 S. Main.
Raymond, Wm., 1898, retired, 1037 S. Broadway.
Raymond, W. B., 1900, hay, coal, Palace Stables, 1620 S. Main.
Redlands Chamber of Com., 1894, O. T. Gifford, sec'y, Redlands.
Redondo Lumber Co., 1899, Alameda and Macy.
Redondo Railway Co., 1894, Jefferson and Grand ave.
Reed, Fred'k E., 1899, manufacturer, 941 W. Beacon.
Reiche, F. M., 1897, jeweler, 235 S. Spring.
Reid Bros., 1898, architects, Call bldg., San Francisco.
Requa, H. D., 1896, dentist, 945 W. Twenty-third.
Reynolds, E. W., 1897, whle. optical goods, jwlry. 114 S. Spring.
Reynolds, J. H. & Co., 1893, carriages, harn., 161–163 N. L. A.
Rhoades & Reed, 1899, auctioneers, 438 S. Spring.
Rhodes, A. W., 1899, real estate, 113 S. Broadway.
Rice, Geo. & Sons, 1897, printers, 311–313 New High.
Rice, Harvey, 1899, real estate, New Main and Rice ave.
Richards, Chas. E., 1899, Cal. Secy. Nat'l Irr. Ass'n, Douglas blk.
Richardson, W. C. B., 1891, retired, Tropico.
Riley, Jas. M., 1889, 649–651 S Broadway.
Rimpau, Albert, 1891, contractor, 1208 S. Main.
Rindge, Frederick H., 1897, manufacturer, Santa Monica.
Rising, E. J., 1900, quartermaster, Soldiers' Home.
Rivers Bros., 1897, fruits, veg. and gro., Temple and Broadway.
Rives, Jas. C., 1898, district attorney, Court House.
Robinson, Geo. W., 1896, capitalist, box 894.
Robinson, W. W., 1891, 115 S. Olive.
Rodriguez, Murphy & Co., 1892. fruit, Ninth and Los Angeles.
Roeder, Louis, 1890, retired, 319 Boyd.
Rogers & McCoy, 1894, eye and ear physicians, Bryson blk.
Rose, Walter, 1894, attorney, Redick blk.
Rosecrans, C. F., 1891, fruit grower, 124½ W. Fourth.
Ross, Abner L., 1899, proprietor Hotel Roslyn.
Ross, E. M., 1890, judge U. S. Court.
Ross, H. & Sons, 1897, Mexican leather carvings, 352 S. Brdwy.
Roth, Zeigler & Co., 1897, butchers, 348 S. Spring.
Routzahn & Gilkey, 1897, merchant tailors, 116 W. Third.
Rowan, Geo. D., 1890, capitalist, 1152 W. Seventh.
Rowland, Wm. R., 1900, farmer, Puente.
Rowley, E. S., 1897, real estate and builder, 244 S. Broadway.
Royston, C. H., 1899, grocer, 452 S. Main.
Rule, F. K., 1894, auditor L. A. Terminal Railway.
Russell, W. A., 1899, 1249 Magnolia ave.
Russell, H. M., 1888, broker, Wilcox blk.

Sabichi, F., 1890, capitalist, Eighth and Main.
Sale, H. M. & Son, 1893, drugs, 220 S. Spring.
Salisbury, J. C., 1897, capitalist, 201 Currier blk.
Salisbury, S. S., 1895, physician, Bradbury blk.
Salisbury Fruit Co., 1898, Henne blk.
San Antonio Fruit Exchange, 1897, Pomona.
Sanborn, Vail & Co., 1891, art store, 357 S. Broadway.
Sanderson, J. L., 1893, livery, 510 S. Broadway.
San Gabriel Wine Co., 1890, San Gabriel.
Santa Paula Wine Co., 1900, 448 S. Spring.
Sartori, J. F., 1891, pres. Security Savings Bank.
Settler Baking Co., 1897, 1423 Pleasant ave.
Scharff, Adolph, 1895, nursery, Pasadena.
Scheerer, Conrad 1891, contractor, 237 W. First.
Schmidt, Aug., 1897, capitalist, 710 S. Olive.
Schumacher, F. G., 1891, photographer, Schumacher blk.
Schwartz, Louis, 1891, retired, Henne blk.
Scott, H. H., 1899, Sunset Tea and Coffee Co, 229 W. Fourth.
Scott, John, 1892, fruit grower, Duarte.
Scriver & Quinn, 1890, paints and oils, 200-202 S. Main.
See, Robt. F., 1899, prop. city transfer, 201 S. Main.
Semi-Tropic Fruit Exchange, 1897, Henne blk.
Sens, O. C., 1897, merchant tailor, 219 W. Second.
Sentous, Louis, 1894, wholesale butcher, 620 Upper Main.
Sessions, C. H , 1891, dairy, 1330 Carroll ave.
Severance, Mark Sibley, 1891, capitalist, 758 W. Adams.
Sharp, Robt & Co , 1897, funeral directors, 749-751 S. Spring.
Shasta Water Co , 1897, Shasta water, 120 Central ave.
Shattuck, E. S., 1898, feed and fuel, Ninth and Alameda.
Shaw, Lucien, 1893, judge Superior Court.
Shepard & Son, 1899, confectioners, 177 N. Spring
Sherwood & Sherwood, 1895, importers, 216 N. Main.
Shoup, A. L , 1897, restaurant, 532 S. Broadway.
Siegel, H., 1891, men's furnishing goods, 103 S. Spring.
Silent, Chas., 1890, attorney, Temple blk.
Silent, E. D & Co., 1891, insurance, 216 W. Second.
Sills, J. E., 1894, sec'y-treas. Baker Iron Wks , 540 Buena Vista.
Silver, H., 1891, retired, 1321 Figueroa.
Silverwood, F. B , 1894, gents' furnishing goods, 221 S. Spring.
Simpson-Hack Fruit Co., 1897, fruit, produce, Second and L. A.
Singleton, John, 1900, miner, 2400 S. Flower.
Skinner & Kay, 1897, Burt & Packard shoes, 209 W. Third.
Slauson, James, 1896, orchardist, 57 Bryson blk.
Slauson, J. S., 1894, capitalist, Bryson blk.
Slotterbeck, H., 1892, gunsmith, 211 N. Main.
Smead, Elihu, 1894, pres. Manzana Colony, 757 W. Sixteenth.
Smith, B. N.,1893, judge Superior Court.
Smith, Chas. W , 1899, pres. L.A, and Pas. Elec. Ry., Pasadena.
Smith, E. R., 1895, physician, Bradbury blk.
Smith, E. V., 1890, attorney, 644 S Figueroa.
Smith, Ford & Little Co , 1899, printers, engvrs, 329 S. Brdy.

Smith, Fred M., 1897, Electric Feed Mill, Third and San Pedro.
Smith, Geo. H., 1889, attorney, University Bank bldg.
Smith, G. W., 1893, confectionery, 333 S. Spring.
Smith, S. J., 1899, windmills and pumps, 228 E. Fourth.
Smith, R. Crawford, 1894, retired, The Melrose.
Smith, W. A., 1896, dentist, Wilcox blk.
Smith, W. T. & Co., 1896, gold and silver refiners, 114 N. Main.
Smither, A. C., 1899, clergyman, 1147 S. Hope.
Solano, Alfred, 1897, civil engineer, Stimson blk.
Sormano, Guiseppe, 1897, California Star Winery, 447 Macy.
Southern California Cracker Company, 1892, Lyons and Aliso.
So. Cal. Lumber Co., 1894, whlsle. lumber, 306-7 Stimson blk.
Southern California Packing Co., 1890, Macy and Anderson.
So. Cal. Suply. Co., 1895, confectioners' supls., 372-74 S. L. A.
Southern Pacific Co., 1894, Third and Spring.
Spinks, M. E., 1894, dentist, 456 S. Hill.
Sprague, A. R., 1899, pres. S. Cal. D. Fruit Ex., 313 Henne blk.
Spreckels Bros. Comcl. Co., 1895, shipg. imptg, 200 S. Spring.
Staats, W. R., 1892, broker, Pasadena.
Stahmann, R. J., 1899, caterer, 243 S. Spring.
Staub, C. M. Shoe Co., 1895, Third and Broadway.
Stanton, E. J., 1895, lumber and boxes, 365 E. Second.
Steckel, George, 1891, photographer, 220½ S. Spring.
Steinen-Kirchner Co., 1899, butch. and barb. supls., 130 N. Main.
Stephens, T. J., 1897, plumber, 118 W. Third.
Stern, Chas. & Sons, 1889, native wines, etc., 535 Mission road.
Stetson, F. F. & Co., 1899, fruit canners, 425 Avenue 20, N.
Stewart, M. W. & Co., 1897, wholesale grocers, 134 S. L. A.
Stewart & Naftzger, 1895, brokers, Currier blk.
Stewart, J. M., 1888, retired, 512 W. Thirtieth.
Stewart, T. M., 1897, attorney, Bradbury blk.
Stimson Bros., 1896, capitalists, Laughlin bldg.
Stimson Mill Co., 1894, lumber, Third and Santa Fé ave.
Stimson, Willard H., 1900, retired, Stimson blk.
Stoll, Henry W., 1890, soda water, 509 Commercial.
Stoll & Thayer, 1890, stationery, 254 S. Spring.
Story, F. Q., 1891, fruit grower, Alhambra.
Story, Nelson, 1897, capitalist, city.
Stowell, N. W., 1893, pipe manufacturer, 226 S. Spring.
Strange, Chas. L., 1894, architect, Henne blk.
Strine, J. H., 1899, county supt. schools, Court House.
Stromee, G., 1897, painter and decorator, 208 W. Fourth.
Strong, Mrs. H. W. R., 1893, box 243, Whittier.
Suck, Leo, 1893, carpenter, 22 Center Place.
Sumner, C. A., 1898, broker, 134 S. Broadway.
Sunset Wine Co., 1896, 635 N. Main.
Sutch & Deering Undertaking Co., 1899, 506 S. Broadway.
Swanfeldt, A. W., 1896, tents and awnings, 220 S. Main.
Swensen, Anthon, 1899, contractor, 216 Stimson blk.

Tabor, J. U. & Co. (J. U. Tabor, Geo. N. Brookhart), 1899, carriage works, Seventh and Los Angeles.
Tally-ho Stable and Carriage Co. 1891, 712 S. Broadway.
Taylor, George P., 1895, merchant tailor, 230½ S. Spring.
Taylor, J. M., 1895, real estate, 104 S. Broadway.
Teed, M., 1897, park commissioner, 513 California.
Thom, C. E., 1890, capitalist, city.
Thomas, Arthur B., 1897, druggist, Spring and Temple.
Thomas, Francis J., 1896, attorney, Byrne blk.
Thomson & Boyle, 1897, wtr. and well pipe mfrs., 310-14 Requa.
Thompson, F. W., 1893, C. R. I. and P. Ry., 214 S. Spring.
Times-Mirror Co., 1889, First and Broadway.
Tinker, W. W., 1900, miner.
Title Guarantee and Trust Co., 1897, 129 N. Broadway.
Title Ins. and Trust Co., 1896, cor. Franklin and New High.
Toll, Chas. H., 1897, councilman, City Hall.
Tomkins, W. B., 1899, investor, box 293, Pasadena.
Tottenham, H. L., 1898, wholesale fruit, 206 W. Fourth.
Trafton, J. P., 1899, wholesale jeweler, 120½ S. Spring.
Trobeck & Lansingh, 1895, merchant tailors, 129 S. Spring.
Trout, J. H., 1894, druggist, Sixth and Broadway.
Troy Laundry Co., 1896, 135 W. First.
Trueworthy, J. W., 1894, physician and surgeon, Byrne blk.
Tufts-Lyon Arms Co., 1891, 132 S. Spring.
Tyler & Jackins, 1899, real estate and building, 113 S. Brdy.

Udell, Chas., 1898, attorney, Laughlin blk.
Union Hardware and Metal Co., 1891, 214 N. Los Angeles.
Union Hive and Box Co., 1897, boxes, hives, 223-33 N. Water.
Union Iron Works, First and Central ave.
Union Lime Co., 1891, 203 San Pedro.
Union Oil Company of California, 1891, Byrne blk.
Unruh, H. A., 1890, manager for E. J. Baldwin, Arcadia.

Vache, T. & Co., 1894, wines and liquors, 337½ Commercial.
Valentine, C. O., 1895, accountant, Chamber of Commerce.
Valentine, L. H., 1898, attorney at law, 301, 302 Henne blk.
Vail, Hugh W., 1895, capitalist, 20 Lanfranco blk.
Vail & Gates, 1897, cattle dealers, 254 S. Broadway.
Van Norman, Dr. E. V., 1899, physician and surgeon, 545 S. Brdy.
Variel, R. H. F., 1896, attorney, Abstract bldg.
Veilleux, D., 1897, electrical fixtures, 314 W. First.
Vetter, Louis F., 1893, insurance, 144 S. Broadway.
Vignolo, A. 1890, wines and liquors, 116 W. First.
Ville de Paris, 1894, A. Fusenot, prop. dry goods, 223 S. Brdy.
Vollmer, H. F., 1893, crockery and glassware, Third and Brdy

Wachtel, J. V., 1890, insurance, 16 Baker blk.
Wade, C. J., 1897, secy. S. M. Bldg. and Loan Ass'n, 141 S. Brdy.
Wade, Robt. D., 1893, county recorder, Court House.
Wade & Wade, 1898, chemists and assayers, 115½ N. Main.

Waktor Bros 1899, wholesale fruits, Ninth and Los Angeles.
Walker, Hugh K., 1899, clergyman, 1718 S. Flower.
Wallace, Thos. W., 1894, coal dealer, 803 S. Olive.
Walsh, Frank E , 1893, insurance, 302 Frost blk.
Ward, Ben. E., 1899, city assessor, City Hall.
Warner, D. A., 1899. restaurant, 317 W. Second.
Warren, Jas. G., 1900, mfrs. engines, oils, etc., 300-02 S. L. A.
Warren, James W., 1894, supt. L. A. Electric Co.
Washburn, C. E., 1897, telegraph editor, Times.
Waters, R. J., 1894, attorney, 900 W. Adams.
Webster, E. C., 1900, pres. E. C. Webster Co., 110 S. Spring.
Wedemeyer, W. G., 1894, retired, 845 S. Alvarado.
Weld, Ivar A., 1893, capitalist, New U. S. Hotel.
Wells Candy Co. 1897, manufacturing confec'ers, 447 S. Spring.
West Coast Fertilizer Co., 1897, N. Main and Alhambra ave.
Westbrook, J. R., 1898, hardware, 1136 W. Twenty-fifth.
Western Comcl. Co., 1897, bldg. material, 209 N. Los Angeles.
Western Electric Co., 1898, 334 S. Main.
Western Lumber Co., 1894, lumber, 600 E. Ninth.
Western Paper and Bag Co., 1899, 401–403 N. Main.
Weston, B. S., 1893, farmer, Redondo.
Westminster Hotel, 1893, Fourth and Main.
Weyse, H. G., 1894, attorney, 81–83 Temple blk.
Whedon & Spreng Co., 1894, stationers, 203 S. Spring.
Wheeler, Fred F., 1898, merchant, 165 Commonwealth ave.
Wheeler Bros., 1896, insurance, 117 S. Broadway.
White, S. M., 1889, attorney, Temple blk.
White, W. A., 1899, city tax collector, City Hall.
White, J. M., 1893, dentist, 219 S. Hill.
Whiting, D., 1897, coloniser, 727 S. Broadway.
Whitman, Chas. H., 1895, physician, 431½ S. Spring.
Whitney, D. D., 1895, trunk manufacturer, 423 S. Spring.
Wickson, G. G. & Co., 1892, dairy machinery, 111 S. Broadway.
Wiedwald, F., 1894, liquors, San Pedro.
Wiggins, Frank, 1890, secy. Chamber of Commerce.
Wigmore, John, 1893, iron, steel, wagon material, 117 S. L. A.
Wilder, D. R., 1890, dentist, Second and Broadway.
Wilde & Strong, 1895, real estate and auct., 124½ W. Fourth.
Willard, C. D., 1890, secretary Jobbers' Assn., Temple blk.
Williams, Geo. , Co., 1899, mfr. Williams Sce., Jeff. and Kingsley.
Williamson, A., wholesale fruits. City.
Williamson Bros., 1896, pianos, bicycles, machines, 327 S. Spng.
Williamson, G. W., 1890, broker, 905 S. Main.
Wills, W. LeMoyne, 1893, physician, Wilcox blk.
Wilmington Transportation Co., 1894, 222 S. Spring.
Wilshire Posting Co., 1898. 636 S. Broadway.
Wilson, A. P. & Son, 1899, jewelers and opticians, 256 S. Brdy.
Wilson, Geo. S., 1897, nty. pub., agt. Wilson bk , 303 Wilson bk.
Wilson & Bulla, 1893, attorneys, Wilcox blk.
Willson, W. H., 1899, pyrotechnist, 512 Ruth ave.
Wing, H. B., 1894, physician, Bradbury blk.

Witmer, H. C., 1888, capitalist, Cal. Bank bldg.
Wolf & Chilson, 1897, druggists, Second and Broadway.
Wood, F. W., 1894, gen. man. L. A. Electric Ry. Co.
Woodbury Business College, 1893, Stowell blk.
Woodill & Hulse, 1898, electrical contractors, 118 W. Third.
Woodward & Cole, 1899, Eagle Stables, 122 S. Broadway.
Woollacott, H. J., 1888, wines and liquors, 124 N. Spring.
Woolwine, W. D., 1895, cashier Los Angeles Nat'l Bank.
Workman, A., 1889, capitalist, 501 Boyle ave.
Workman, W. H., 1888, capitalist, Douglas blk.
Worthington, H., 1890, physician, Currier blk.
Wright, C. M., 1893, farmer, Spadra.
Wright & Callender, 1898, real estate and ins., 360 S. Brdy.
Wright & Nicholson, 1894, surveyors, Stowell blk.
Wyatt, H. C., 1894, manager L. A. Theater.
Wynne, B., 1899, Blue Ribbon Grocery, 449 S. Spring.
Wyman, Geo. H., 1894, architect, Bradbury blk.

Yarnell, Jesse, 1893, real estate, 225 Hellman blk.
Yerxa, T. E., 1897, retired, city.
York, Waldo M., 1894, judge Superior Court, res. Pasadena.
Young, R. B., 1894, architect, 902 W. Seventh.

Zeehandelaar, F. J., 1896, sec'y Mer. and Mfs. Assn., Wilcox blk.

APPROVAL BY THE CHAMBER.

AT a meeting of the Board of Directors of the Chamber of Commerce, held November 15th, 1899, the following was passed by unanimous vote.

WHEREAS, C. D. Willard has made a proposition to this Board to publish, through Kingsley-Barnes & Neuner Co., a history of the Chamber of Commerce, of a size and character commensurate with the dignity of this institution, and agrees to present 100 copies of the book to the Chamber, free of charge, therefore be it

Resolved, That we express our cordial approval of the proposed undertaking, and that we instruct our secretary to assist Mr. Willard by providing him with all the necessary facts and statistics and by loaning him such pictures and other materials now in our possession as may be of service to him.

BIOGRAPHIES

AND

INDUSTRIES

OF MEMBERS OF THE LOS ANGELES CHAMBER OF COMMERCE

In the following pages will be found some account of the personal history of a number of members of the Chamber of Commerce who have been prominent in its work and in the development of the city; also a description of many of the enterprises which have helped to build up this section of the State to its present condition of prosperity.

J. J. BRETT
J. P. CUCKANS
M. DEKINS
NILES PEASE
D. P. GARDNER
E. G. FAY
A. S. CRUMBIE
F. T. MARTIN
S. J. SMITH
L. E. DEHYMER
F. W. WHITAKER
W. E. D

GREGORY PERKINS, Jr.: Born 1970; secretary of the Los Angeles Board of Trade; elected secretary in 1890; offices, Bullard Building; residence, Los Angeles.

EDWIN J. BRENT: Born London, England, 1857; resided at Liverpool until 1887, when he came to California; deals in furniture in Athletic Club Building, 530-532 S. Spring.

NILES PEASE: Born Thompsonville, Conn., 1837; came to California October, 1884; president of Niles Pease Furniture Co., at 439-443 S. Spring street; resides 719 S. Hill.

M. BEKINS: Born in Michigan 1863; came to California in 1895; president of Trans-Continental Shipping Co., of Chicago, and of Bekins' Van and Storage Co., of Los Angeles, 825 E. Fourth street.

J. F. CUCULITS: Born at Konarle, Austria, 1867; came to California, spring of 1884; wholesale dealer in groceries and fruits at 330 W. Fourth street.

GAIL BORDEN: Native of New York State, 1872; formerly lived at Wolfskill, N. Y.; came to California November, 1894; interested in mining enterprises; 508 Laughlin bldg.; resides at Alhambra.

B. F. GARDNER: Born in New York in 1850; resided for a time in Colorado; came to California in 1887; is in the book and stationery business at 305 S. Spring street, Los Angeles.

S. J. SMITH: Native of Pennsylvania, 1867; came to California, 1886; wholesale and retail dealer in engines, windmills and general water supply goods at 228-230 E. Fourth street.

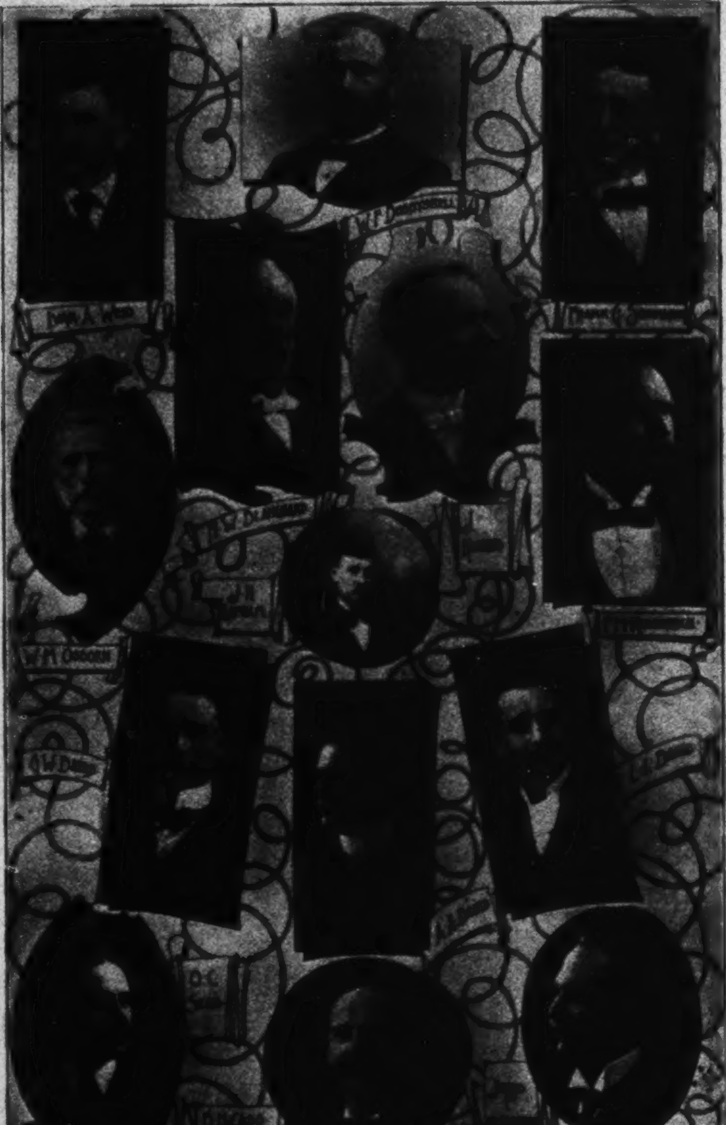
R. S. CROMBIE: Born at Montreal, 1860; formerly lived at Minneapolis, Minn.; came to California, 1886; wholesale flour merchant, 801-803 E. First street; resides 748 Garland avenue.

E. G. FAY: Born at Cazenovia, New York, 1824; came to Los Angeles from Ohio in 1887; president of Empire Steam Laundry Co., 149 S. Main street; residence, 252 S. Olive street.

I. T. MARTIN: A native of Georgia; came to California in December of 1887, from Waco, Texas; deals in furniture and carpets at 531 S. Spring street; resides at 556 S. Main street.

L. E. BEHYMER: Born Cincinnati, 1862; subscription books, publishers' agent and theatrical treasurer and press agent; has handled Fiesta and other large entertainments.

BROWN WINSTANLEY CO.: F. Winstanley, a native of Canada, came to California from Toronto, in 1884; resides at 239 W. Thirty-first street. William E. Brown, native of Rochester, New York, came to California in 1893 from St. Louis; residence, 1036 Lincoln street. Firm does business as manufacturers' agents at 210 Commercial street, Los Angeles.


W. M. Osborn

IVAR A. WEID: Born in Denmark, 1837; formerly resided at Chicago; came to California 1863; is U. S. Gauger; late Captain Company I, 82d Regiment Illinois Volunteers.

WM. F. BOSBYSHELL: Born in Illinois, 1848; formerly resided in Iowa; came to California in 1886; been active as banker and money-lender; manages property for non-residents; 107 S. Broadway.

FRANK G. SCHUMACHER: Born in Los Angeles, 1861, on the same street where he now does business as a photographer; established his gallery 17 years ago at 107 N. Spring street.

NATHAN W. BLANCHARD: Born in Maine, 1831; graduate of Waterville College; came to California 1854; horticulturist at Santa Paula, which town he founded; is president of Santa Paula Water Works.

J. KUHRTS: A native of Germany; one of the old settlers of Los Angeles; came here in 1858; retired from business; owns considerable business property; member of Fire Commission.

W. M. OSBORN: Born in New York, 1834; formerly resided in Illinois; came to California 1855; livery stable at 323 W. Fifth street; residence 1345 Albany street.

JOSEPH H. LAPHAM: Native of Ohio, 1844; former residence Cleveland; came to California 1893; president of California Fish Company, a sardine packing enterprise at San Pedro; office Henne block.

V. MAX KUEHNRICH: Born at Erlau, Saxony; formerly resided in Chicago and New York; came to California 1897; president and treasurer of Los Angeles Brewing Company; 600 E. Main street; formerly with American Brewing Company of Chicago.

LLEWELLYN, GEO. W. AND ARTHUR A. BAIRD comprise the firm of Baird Bros., wholesale produce and commission merchants, with office and salesroom at 375 to 381 S. Los Angeles street. The brothers established this business in the present quarters in 1896, having come to the city the previous year from Janesville, Wisconsin; they are among the youngest members of the Chamber of Commerce.

O. C. SENS: Born in Ohio, 1864; former residence Chicago; came to California 1890; merchant tailor at 219 W. Second street; residence 232 S. Grand avenue.

B. H. CASS: Born in Albion, N. Y.; came to California in 1886; actively engaged in the hardware business ever since; now president of the Cass-Damerel Hardware Company, 412 S. Broadway.

JAMES P. McALLISTER: Born in Ireland, 1842; formerly lived in Nevada and Arizona; came to California in 1893; foundry business, Fulton Iron Works; 119 E. Twenty-fourth street.

Dan L. Wood.
John H. Davison
Wm. Leonard Wilde
Garrett Smith.

JAMES A. FOSHAY: Native of New York State; came to California from Cornell, N. Y., in 1887; superintendent of Los Angeles schools since 1895; member of National and State Council of Education.

JOHN H. DAVISSON, M. D.: Native of West Virginia, born in 1849; came to California from Warsaw, Indiana, in 1886; graduated at College of Physicians and Surgeons, Baltimore, in 1876; ex-president California State Board of Health; member of American Medical Association; member of City Board of Health.

BEN E. WARD: Born at Westhaven, Conn.; came to California from New Haven, Conn., in 1875; in real estate business in Los Angeles for many years; now city assessor; residence 907 W. Twenty-eighth street.

R. L. HORTON: Born at Niles, Michigan, in 1861; came to Los Angeles from Dallas, Texas, in 1887; lawyer; admitted to Supreme Court in 1889; rooms 210, 211 Henne Block; member of City Board of Education.

SAMUEL S. SALISBURY, M. D.: Born in Georgetown, Ohio, in 1848; came to California in 1886; graduate of Hahnemann Medical College, Philadelphia, in 1873; member of City Board of Health since 1894.

WM. LE MOYNE WILLS, M. D.: Born at Washington, Penn., in 1853; graduated in Med. Dept. of Univ. of Penn.; came to Cal. in 1883; physician; office 306 Wilcox Bldg.; pres. Los Angeles County Medical Society in 1889; pres. State Medical Society in 1895; member of School Board 1893-97; member City Board of Health.

E. R. SMITH, M. D.: Native of Vermont, born 1846; came to California from Illinois in 1887; physician and surgeon; ex-president Los Angeles County Medical Association; member City Board of Health in 1895-96; also of present Board.

WALTER F. HAAS: Native of Missouri, 1869; came to California in 1884; graduated from Los Angeles High School in 1889; admitted to practice law, 1891; elected city attorney of Los Angeles 1898; residence 902 E. Fourteenth street.

RALPH HAGAN, M. D.: Born at St. Paul, Minnesota, 1872; came to California 1884; surgeon; rooms 521-2 Douglas Block; has been police surgeon since 1896.

LUTHER M. POWERS, M. D.: A native of North Carolina, 1853; came to California from Nebraska 1887; graduate Washington University School of Medicine; student of Bellevue Hospital and College of Physicians and Surgeons, New York; city physician of Los Angeles.

W. A. WHITE: Native of Illinois 1860; came to California from Ohio 1890; city tax collector; residence 609 Ceres avenue.

FRANK H. OLMSTEAD: Born at Ripon, Wisconsin, 1858; came to California from Evanston, Ill., 1887; member American Society of Civil Engineers; present city engineer of Los Angeles.

FRANK B. HUDSON: Born at Oakland; came to Los Angeles from San Francisco 1866; architect; at present building superintendent for Los Angeles.

Charles E. Geiger
A. Fuccho
David Himler
T. Frank McGrath

A. R. MAINES: Born at Bethel, Maine; came to California from Maine, 1884; business, wholesale and retail bicycles at 435 S. Spring; residence 824 S. Broadway.

HORACE M DOBBINS: Born in Pennsylvania in 1868; came to California from Philadelphia, 1894; president of California Cycle Way Co.; president of Americus Club and of Pasadena City Board of Trustees.

J. R. NEWBERRY: Born in 1849; former residence in Wisconsin; came to Los Angeles from Riverside, 1893; served two terms as director of Chamber of Commerce; member Los Angeles war board during Spanish-American war; grocery business located at 214–218 S. Spring.

CHAS. E. GEIGER: Born in Germany; came to California from Kansas City in 1881; manufacturer of show cases at 257–259 S. Los Angeles street; residence 1534 W. Seventh.

D. H. IMLER: Born at Bedford, Pennsylvania; came to California from Colorado Springs, 1897; civil and mining engineer; office at 119 S, Broadway; residence Tropico.

GODFREY HOLTERHOFF, Jr: Born in 1860 at Cincinnati, Ohio; came to California in 1879; is treasurer of Santa Fé route for lines west of Albuquerque; office in Bradbury block; residence 1360 W. Adams.

A. FUSENOT: Native of France; came to California in 1873 and located in San Francisco; is consular agent of France; proprietor of Ville de Paris, dry-goods, 221 S. Broadway.

H. C. WITMER: One of the founders of the Chamber of Commerce and a member of its first Board of Directors; one of the founders of the California Bank, and active in developing the western section of Los Angeles.

J. C. SALISBURY: Born in New York State in 1834; came to California from Chicago in 1874; retired from business; office 201 Currier block; residence 1311 S. Hill.

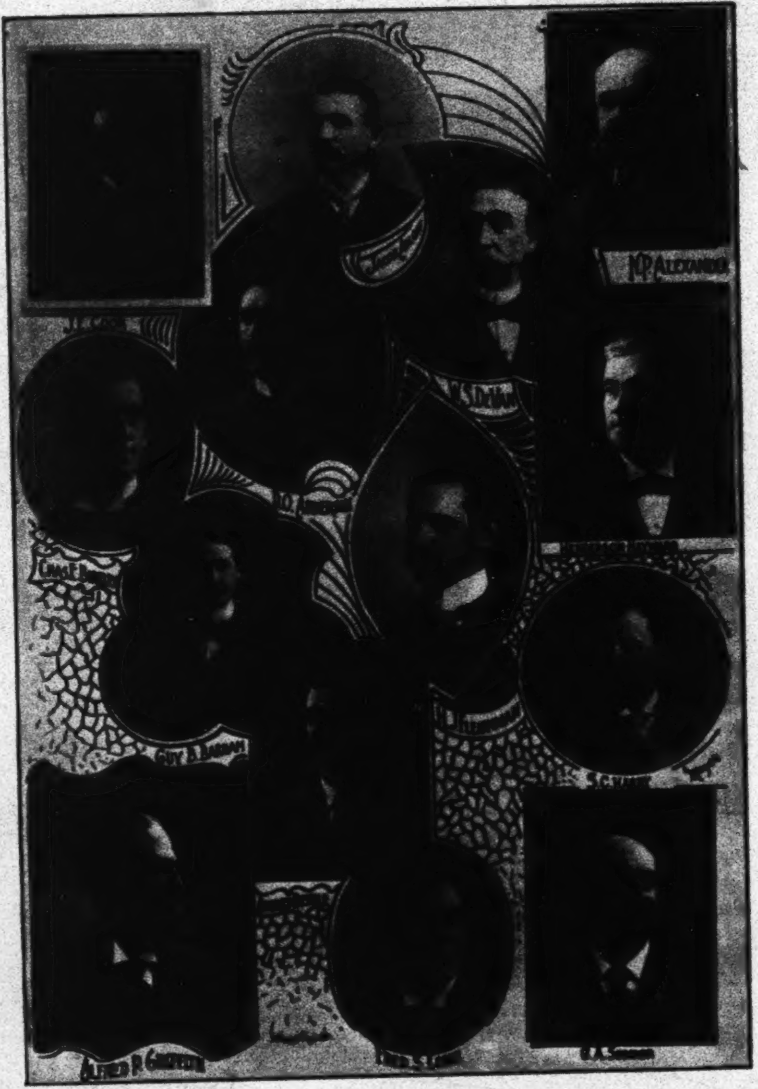
A. E. POMEROY: Came to Southern California from San José twenty years ago, where he was county clerk of Santa Clara; president of Board of Education, Los Angeles; director and vice-president of Union Bank of Savings; director State Mutual Building and Loan Association.

T. FRANK McGRATH: Born in 1863; came to California from Chicago in 1889; graduate of "St. John's", Fordham, New York, class of 1885; interior decorator, 414 S. Broadway; residence 1025 S. Hope.

FRANCIS XAVIER LINCK: Born in 1854 at Milwaukee, Wisconsin; came to California from South Dakota in 1889; planing mill business, 1827 S. Main street; residence 1220 W. Twenty-fourth.

WILBUR D. CAMPBELL: Born at Carmel, Indiana; came to this State from Colorado in 1887; deals in curios, Indian and Mexican goods at 325 S. Spring street; mayor at Zavarez, Florida, in 1885–6; attended Butler University 1874–9.

P. W. BRESEE: Native of Iowa, 1865; came to this State from Iowa in 1883; business, undertaker; located at Sixth and Broadway; residence, 1438 Star Street.


M.P. ALEXANDER

J. E. COOK: Native of New York, son of C. W. Cook of the firm of Palmer, Cook & Co.; came to Southern California from San Francisco; resided in the State since 1870; manages warehouse and commission business at Alameda and Ducommun streets; residence Abbotsford Inn.

JACOB ADLOFF: Born in Germany in 1860; came to California from Nevada City in 1878; in brewing business of Adloff & Hauerwaas, 112-18 Central avenue; residence Jefferson street and Western avenue.

N. P. ALEXANDER: Born in 1845; came to this State from Russia in 1888; planing mill business with Andrew Beyrle, firm of Alexander & Beyrle, 1918 S. Main street; residence 213 East Thirty-third street.

ANDREW BEYRLE: Born in 1864 at Dallas, Texas; came to this State in 1887; business, California Planing Mill, Alexander & Beyrle, 1918 S. Main street; residence 1919 S. Los Angeles street.

W. S. DE VAN: Native of Alabama; came to California from New Orleans in 1884; engaged in banking and manages his real estate interests; office 233 W. First street.

D. O. ANDERSON: Born in Kansas Dec., 1861; came to California Dec., 1881, and to Los Angeles Dec., 1892; examiner of land titles; office, Title Insurance and Trust Company.

HENDERSON HAYWARD, M. D.: Native of Pennsylvania; came to Los Angeles in 1894; graduate of Georgetown University; oil producer; director of Security Savings Bank; residence 2501 Wilshire Boulevard.

H. J. FLEISHMAN: Born in Los Angeles in 1862; resided in New York from 1866 to 1878; entered employ of Farmers and Merchants Bank in 1878; now cashier of that bank and director in Security Savings Bank and in numerous other corporations.

S. C. HARRY: Native of Philadelphia; came to California in 1869; manager of the Orange Belt Paint Company, wholesale and retail paints and oils; resides at Jonathan Club.

GUY B. BARHAM: Born at The Dalles, Oregon, in 1864; came to California in 1866; internal revenue and custom-house broker; office 222½ N. Main street; has held numerous public and official positions.

FRED S. LANG: Native of Iowa; came to this State from Marshalltown, Iowa, in 1888; is a designer and printer of the firm of Lang-Bireley Company, 311 W. Second street.

CHAS. E. BIRELEY: Native of Indiana; came to this State from Wabash, Indiana, July, 1889; is an employing printer at 311 W. Second, firm of Lang-Bireley Company; residence 1022 W. Thirty-seventh street.

C. A. SUMNER: Born in London, England, in 1846; came to California in 1873; real estate business, 134 S. Broadway; original projector of Catalina Island and Terminal Island land development; president of Kennel Club and Driving Club.

ALFRED P. GRIFFITH: Born abroad during temporary sojourn of his parents; brought up in Philadelphia; came to California in 1891; orange grower at Azusa; interested in banking, irrigation enterprises, etc.

W. W. NEUER.
C. LAUX.
A. PETSCH.
L. A. GRANT.
EDWIN CAWSTON.
H. F. DESPARS.
C. O. VALENTINE.
EDW. NEISSER.
W. S. ALLEN.
E. E. BOSTWICK.
NEWELL MATHEWS.
C. E. WASHBURN.

AD. PETSCH: Born at Frankfort-on-the-Main, 1852; came to California in 1877; founder of Hermosa Colony; managed the float parades for four Fiestas; residence 2110 Figueroa street.

L. A. GRANT: Came to California in 1885, when his firm, Grant Bros., railroad contractors, undertook construction of the main line of the Santa Fé into California; have built many hundred miles for the Southern Pacific and Valley Road; office Wilson block.

EDWIN CAWSTON: A native of London, England; came to California in 1886; proprietor of Ostrich Farm at South Pasadena; original ostrich raiser in the United States.

W. W. NEUER: Native of Hamburg, Pennsylvania, 1839; came to California from Wilkesbarre, Pa., in 1891; president of Central Oil Company of Los Angeles; office Wilcox building.

C. LAUX: Born in Germany; came to California from Chicago in 1884; druggist at 231 S. Broadway; manufacturer of Laux's celebrated California Perfumes, and of chemical and pharmaceutical specialties.

HORACE F. DESPARS: Born in Canada in 1851; came to Los Angeles in 1894; senior partner of Despars & Son, general dealers in hardware and groceries, corner Main and Twenty-fifth streets.

C. O. VALENTINE: Born in 1872 at Coloma, the site of the discovery of gold in 1848 by J. W. Marshall; with the Chamber of Commerce for the past six years as accountant and assistant to the secretary; president of Los Angeles Camera Club.

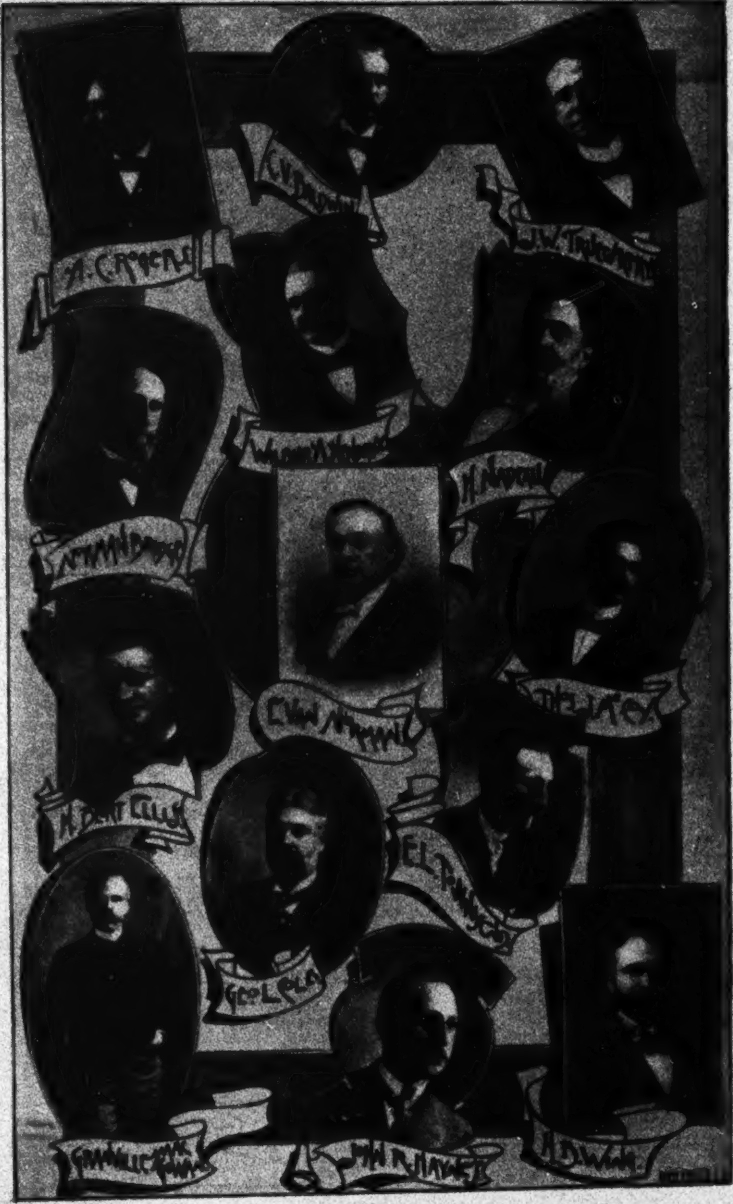
EDWIN NEISSER: Born in New York city; came to California in 1873; formerly resided in San Francisco; architect by profession; room 340 Byrne building; residence 1370 S. Flower street.

WM. S. ALLEN: Born in Vermont in 1847; came to California in 1876; proprietor of furniture and carpet business at 345-347 S. Spring street; has large holdings of city property, orange groves and stock ranches.

E. E. BOSTWICK: Born in Connecticut in 1857; came to California from Lakeville, Conn., in 1892; expert accountant, 214 Frost building; residence 313 N. Union avenue.

NEWELL MATHEWS: Native of Vermont; came to California in 1877 from Peoria, Illinois; owner and manager of the Newell Mathews Company, representing the Studebaker Bros. Manufacturing Company, and carry a full line of implements, wagons and carriages.

C. E. WASHBURN, for seven years telegraph editor and legislative correspondent of The Los Angeles Times, was born June 4, 1866, at East Otisfield, Maine, near the home of that branch of the family which gave seven noted brothers to public service, State and National; came to California in 1885 from Denver, Colorado, of which State his father was a pioneer; was for six years connected with Pacific Coast headquarters of the Associated Press at San Francisco; legislative correspondent, Senatorial election of 1893; Associated Press correspondent at Honolulu following overthrow of the monarchy in 1893; since March 1, 1894, Los Angeles correspondent San Francisco Chronicle; member Young Men's Republican League, Pine Tree State Association, and captain in W. S. Rosecrans Camp No. 2, Sons of Veterans; married June 2, 1899, to Miss Annie L. Cranz, daughter of Theodore T. Cranz, Mexican War Veteran and one of the San Francisco Vigilantes.


A. C. Rogers
C. Van Norman

A. C. ROGERS, M. D.: Born in New York in 1850; graduate of University of New York, and of Medical Department 1873; resident surgeon Manhattan Eye and Ear Hospital, 1885-6-7; came to California in 1887. Oculist and aurist. Office, Bryson block.

C. V. BALDWIN, D. D. S.: A native of Indiana; came to California from Danville, Ind., in 1884. Office N. W. corner of Fourth and Broadway. Residence 439 S. Hope.

J. W. TRUEWORTHY, M. D.: Born at Troy, New York; came to California from Kansas City in 1893; graduate of Rush Medical College; President of the Academy of Medicine, Los Angeles, and member of American Medical Association.

NORMAN BRIDGE, A. M., M. D.; Born at Windsor, Vt., in 1844; practiced medicine in Chicago for 23 years, and came to California in 1891; President Chicago Board of Education; sole Republican Election Commissioner of Chicago in 1886-1890; Member of Faculty of Rush Medical College from 1873 to present time. Office, Potomac block. Residence, Pasadena.

WILBER A. HENDRYX, M. D.: Born at Seymour, Conn.; came to California in 1894 from British Columbia; graduate of Rush Medical College, Chicago; is now interested in mining enterprises. Office, 229 Douglas block. Residence, Hotel Van Nuys.

H. NADEAU, M. D.: Born at Marieville, Canada; came to this State from Canada in 1876; Physician and Surgeon. Office and residence at 127 N. Main street.

H. BERT ELLIS, M. D.: Born in Main in 1863; graduate A. B., Arcadia 1884; M. D. Medical Department U. S. C. 1888; Surgeon eye, ear, nose and throat; came to California in 1884. Office, 243-246 Bradbury block.

E. VAN NORMAN, M. D.: Born in Canada; graduate of Cleveland Homeopathic College; came to California in 1887. Office, [illegible] S. Broadway. Residence, Westminster Hotel. Member of Amer. Pub. Health Assn. of Homeopathic Society of Ohio, and of California and Southern California.

THOMAS J. McCOY, M. D.: Born in Ohio, 1857; graduate of the Kentucky School of Medicine, 1880; Resident Surgeon Manhattan Eye and Ear Hospital, New York city, 1891-2; practiced medicine in Cincinnati seven years; here since 1887; Oculist and Aurist. Office, Bryson block.

GEO. L. COLE, M. D.: Born in New York in 1861; graduate of Medical Preparatory Course Cornell and graduate of Bellevilie Hospital Medical College; came to California in 1887. Office, 217 S. Broadway. Residence, 1425 S. Hope street.

R. L. TOWNSEND, D. D. S.: Born in New York in 1855; came to California from Minnesota in 1855. Dentist. Office, 133½ S. Spring street. Residence, 1545 Orange street.

JAMES H. McBRIDE, M. D.: Born in the State of Oregon; came to California from Milwaukee, Wisconsin, in 1897; physician. Office in Potomac block. Residence, Pasadena.

[For Drs. Wing, McGowan and Haynes, see page 248.]

R. S. WADE.
WM. W. DELL.
J. MCKOWELL.
E. J. FIELD.

H. B. WING, M. D.: Born at Collinsville, Illinois, in 1858; graduate of Illinois College and Chicago Medical; came to Los Angeles in 1887. Office, Bradbury block. Associate Surgeon of Santa Fé Railway Company.

GRANVILLE MACGOWAN, M. D.: Born in Iowa in 1857; came to this State from New York city in 1886; graduate of University of Pennsylvania; surgery and medicine. Office, 539–41 Douglas block.

JOHN R. HAYNES, M. D.: Born in Pennsylvania in 1853; graduate of the University of Pennsylvania; came to California from Philadelphia in 1887; medicine and surgery. 929 S. Main St. Residence, 945 S. Figueroa St.

[See pictures of above on page 242.]

WALDO M. YORK: Born at Dixmont, Maine, 1846; taught in public schools at age of 17; came to California 1871; has held office of city attorney, deputy district attorney, judge of Probate and judge of Superior Court.

JAS. McLACHLAN: A native of Scotland; came to California from Ithica, N. Y., twelve years ago; attorney; district attorney for Los Angeles county, 1890–92; represented 6th District in Congress 1894–96.

R. D. WADE: Born in Indiana, 1849; came to California, 1874; county recorder; secretary and director California Fish Co., the only packers of genuine sardines in California olive oil.

A. W. FRANCISCO, JR.: Born, 1866, in Cincinnati, Ohio; came to California from Columbus, Ohio; attorney by profession; Clerk of Department 3, Superior Court; a son of A. W. Francisco, the veteran Ohio journalist.

JAMES C. RIVES: Born in Georgia, in 1864; resident of Los Angeles county 31 years; elected district attorney of Los Angeles county in 1898 by one of the largest majorities ever given any candidate.

CHAS. G. KELLOGG: Native of New York State, 1843; came to California, 1875, from Kankakee, Ill.; descendant of Moses Kellogg, who came to New England in 1646; public administrator of Los Angeles county.

J. H. STRINE: Born in Pennsylvania in 1858; educated at School of Mines (Rolla, Mo.), a department of the University of Missouri, in a business and teachers' course; principal of Downey schools six years, and of Monrovia High School six years; now county superintendent of schools.

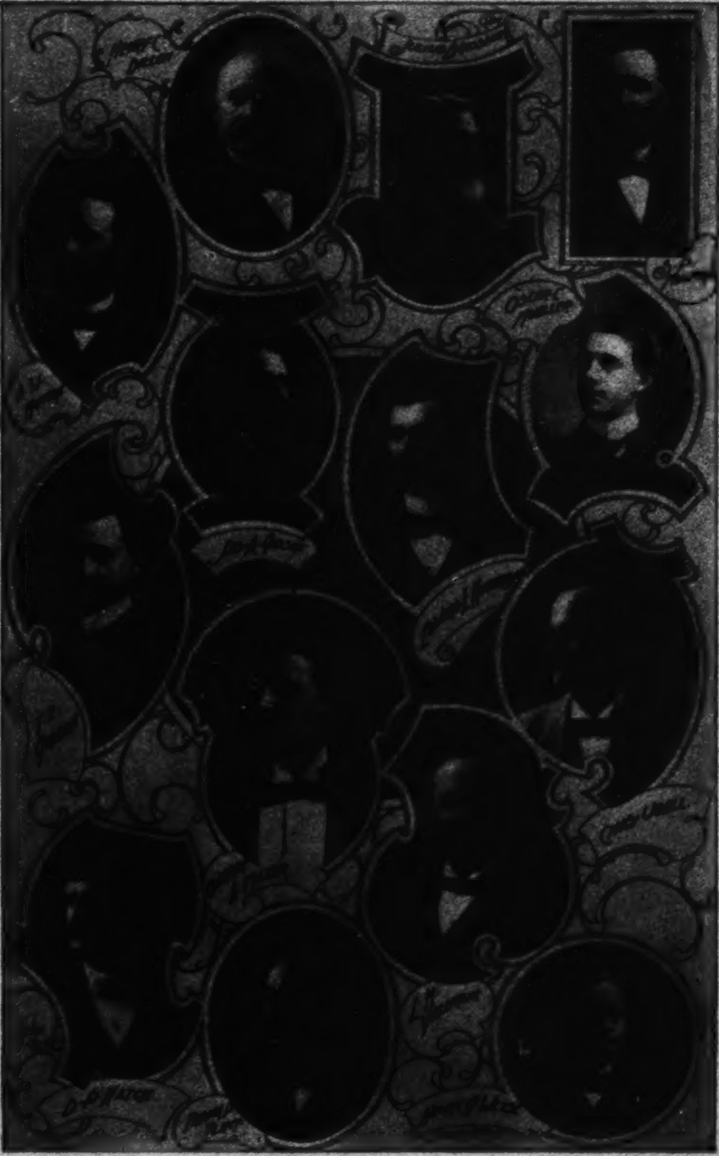
CHAS. W. BELL: Born in Albany, New York; came to this State, 1877; clerk of Board of Supervisors; elected county clerk in 1898; residence, Pasadena.

A. CALDWELL: Native of Indiana; came to California in 1873; formerly in service of the city; now county assessor; residence, 325 Westlake avenue, Los Angeles.

W. A. HAMMEL: Born in Los Angeles county, 1865; served as deputy sheriff; and with the Los Angeles Lighting Co.; elected sheriff in 1898.

E. S. FIELD: Born in Massachusetts; resided for 17 years in Indianapolis; came to California in 1883; formerly in book and paper business; elected supervisor of county 1894, reëlected 1898.

MARK G. JONES: Born in San Francisco; resided in Los Angeles since childhood; formerly in real estate business; now county treasurer; residence, 1620 W. Pico street.



HENRY C. DILLON: Born in Lancaster, Wisconsin, in 1846; came to California from Denver, Colorado, 1888; attorney-at-law; office Currier building; residence Long Beach; district attorney Los Angeles county 1893-95.

JULIUS BROUSSEAU: Native of New York State, 1834; came to California 1877; attorney-at-law; office Bradbury block; residence 238 S. Bunker Hill avenue, Los Angeles.

S. P. MULFORD: Born Cincinnati, O., 1850; graduated Ohio Wesleyan University 1876; admitted to bar 1878; came to California broken in health from lung trouble in 1883; recovered entirely; practices law; office Bullard block.

A. W. HUTTON: Born in Alabama, 1847; came to California from Gainesville, Ala., 1869; graduated from Law Department University of Virginia 1868; city attorney of Los Angeles 1872-76; Superior Bench 1887-88; office Temple block.

JAS. A. GIBSON: Born at Boston; came to California 1874; attorney-at-law; Judge Superior Court San Bernardino county; Commissioner of the Supreme Court; vice-president American Bar Association for California; office Bradbury block.

EDWARD L. HUTCHISON: Born in Virginia 1864; came to California 1886; principal of various schools in Los Angeles for seven years; Democratic candidate for Lieutenant-Governor 1898; member law firm of Montgomery, Earle & Hutchison, Douglas block.

OSCAR C. MUELLER: Born Denver, Colo., 1876; studied law at the University of Virginia; now a member of the Los Angeles bar; offices in Wilcox block; residence Los Angeles.

T. E. GIBBON: Native of Arkansas 1862; came to California from Little Rock 1890; attorney; vice-president of Terminal Railway; one of the leaders in the fight for a harbor at San Pedro; office Byrne block.

CLARENCE A. MILLER: Born in Ohio 1858; came to San Francisco from Ohio 1886. and practiced law there until 1887 when he located in Los Angeles; office in Bryson block; residence Bellevue Terrace.

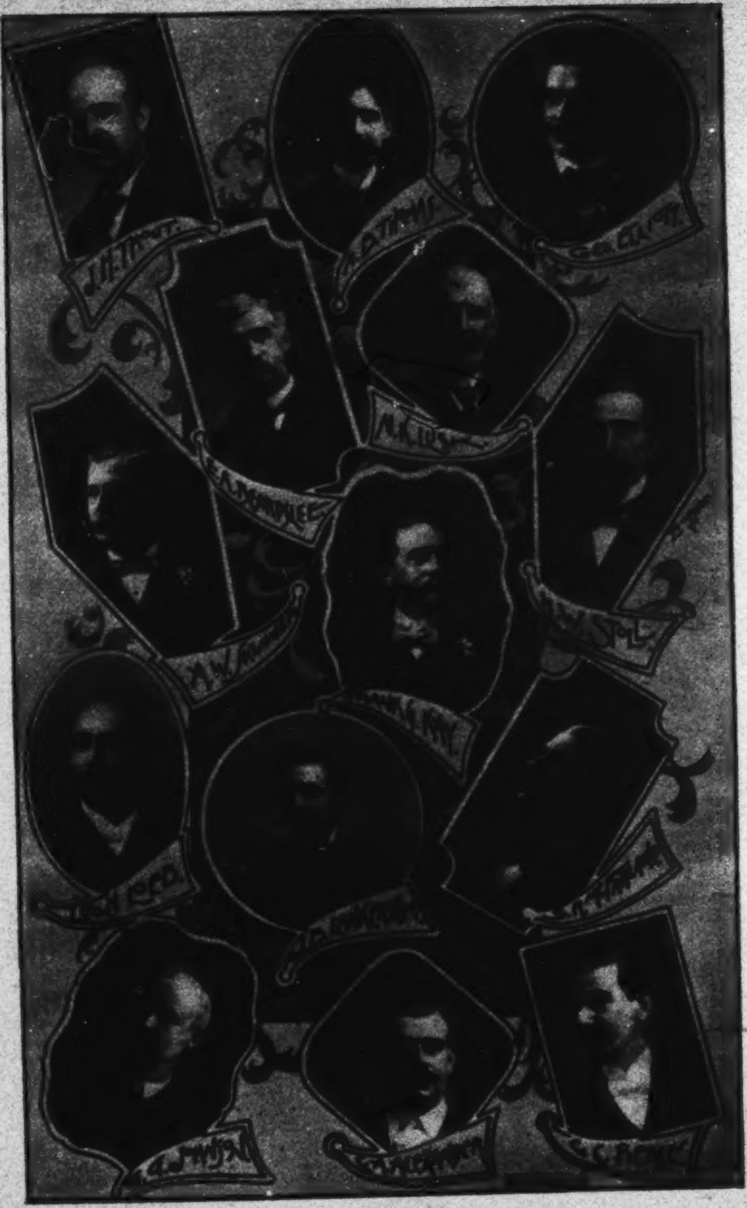
CHARLES UDELL (Udell & Shelton, lawyers, rooms 528, 530, 532 and 534 Laughlin building); member Board of Education; fifteen years in Los Angeles; has also law office at Nome, Alaska.

L. H. VALENTINE: Born Nov. 13, 1859, at Coloma, California; graduate Hastings Law College; formerly member of Board of Education, Eldorado county; assemblyman two terms for 74th District; attorney-at-law; offices 301, 302 Henne building.

D. P. HATCH: Born Dresden, Maine, 1846; came to California 1875; served two terms on Superior Bench of Santa Barbara county; now practicing law; office 334 Wilcox building, Los Angeles.

FRANK P. FLINT: Native of Massachusetts; attorney-at-law; U. S. district attorney; office in the Federal building; member of State Central Republican Committee.

HENRY G. WEYSE: Born in Los Angeles 1863; graduate of Harvard Law School; LL. B.; member of California legislature 1885; practices law; rooms 81-83 Temple block.


J. H. Trout.
Timms
Geo. Elliott.
E. A. Dunphee.
H. W. Stoll.
A. W.
Kay
Hagan
C. C. Rome

J. H. TROUT: Born at Lancaster, Pa., 1860; came to California, 1888; druggist, Sixth and Broadway; graduate of Philadelphia College of Pharmacy and Medical Department of University of Pennsylvania.

ARTHUR B. THOMAS: Born in Kansas, 1870; came to California from Iowa in 1887; proprietor of Thomas Drug Co., corner Spring and Temple; director of Merchants and Manufacturers Association.

GEORGE ELLIOTT: A native of New York; born 1867; came to California 1887; art store, 421 S. Spring street; specialty of tasteful harmonious framing.

E. A. BEARDSLEE: Born at Newtown, Conn., 1845; came to California from Boston, 1880; began service with the Western Union Telegraph Co. as messenger boy at Norwalk, Conn.; now manager of their Los Angeles office.

N. K. LUSK: Born at Watertown, New York; came to California 1887; conducts livery and hack business at 826 S. Main street; residence, 228 E. Twelfth.

SKINNER & KAY: Burt & Packard, shoes, 209 W. Third street; Kay was born in Illinois, 1866; came to California from Phoenix, Ariz., 1898; many years stock-raising and real estate. Skinner was born in Massachusetts, 1852; came to California from Boston 1897, where for many years he was connected with the Burt & Packard Company.

HENRY W. STOLL: Born in Germany, 1839; came to California from Milwaukee, 1866, crossing plains from Leavenworth to Denver, thence by train through New Mexico to Prescott, Ariz., and on to Los Angeles; manufactures soda water, 509 Commercial street.

LEON LOEB: Born at Strasbourg, France; came to California, 1866; for 15 years French Consular Agent, and received decoration of Chevalier du Merite Agricole; firm of H. Newmark & Co., 339 N. Main.

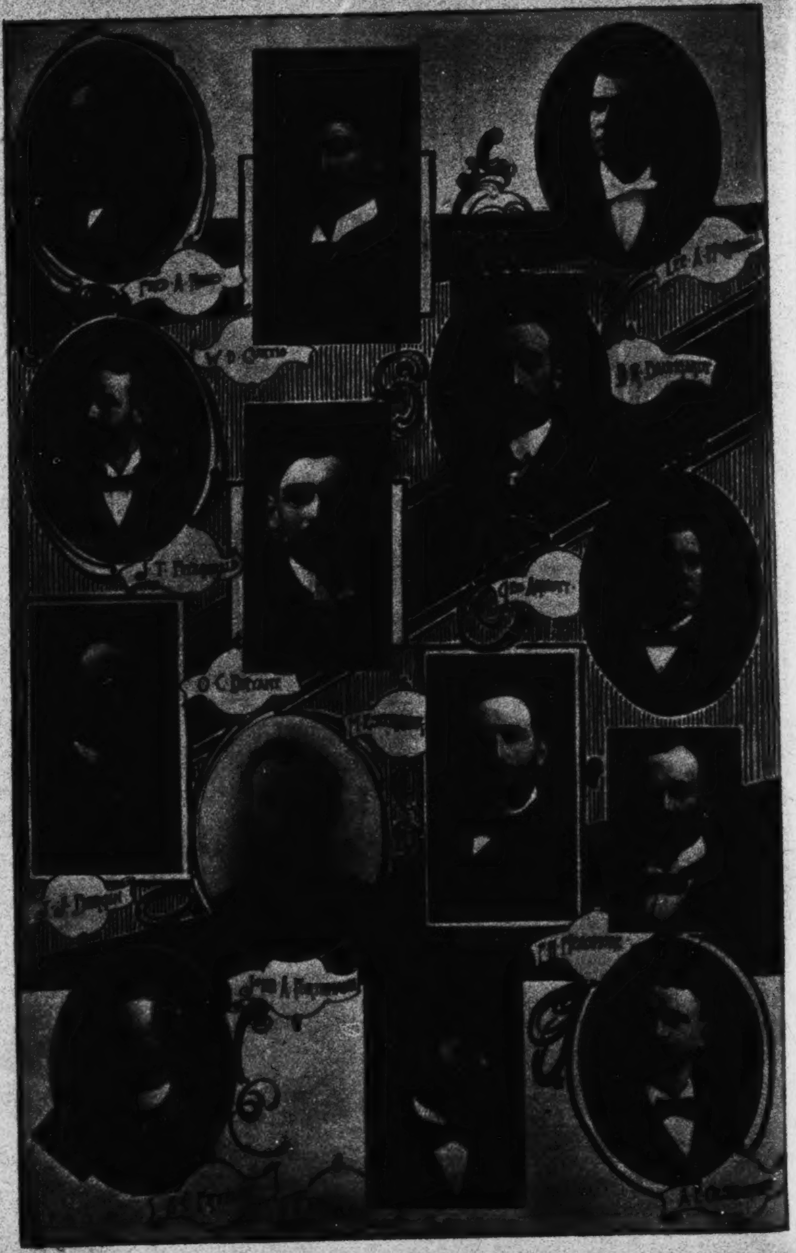
J. B. LANKERSHIM: Born near St. Louis, 1850; formerly resided in San Francisco; came to State in 1860, to Los Angeles in 1873; banker, stock-raiser, farmer; former director and vice-president of the Chamber.

S. R. McFARLAND: A native of Pennsylvania; came to California, 1875; proprietor of O. K. Stables, at 260 S. Main; is the pioneer liveryman of Los Angeles.

G. G. JOHNSON: Born 1853, at Whitewater, Wis.; came to California 1873; real estate, insurance and notary public at 119 S. Broadway; became a member of the Chamber Feb. 13, 1889.

C. A. ALEXANDER: Born in Los Angeles, 1860; contractor, office, Currier blk.; deputy sheriff under Gibson; with the City Street Department; with Southern Pacific railroad 8 years.

C. C. PIERCE: Born in Massachusetts in 1861; came to Los Angeles in 1887; view photographer, at 313 S. Spring street; work has been sent all over Union for publication.


O. C. Bryant

FRED A. HINES: Born in New York, 1864; former residence was Chicago; came to Southern California February, 1885; merchant; residence is 1834 W. Eleventh street.

W. D CURTIS: Born in 1870 at Worcester, Mass.; came to California in 1876; founder and general manager of Curtis-Newhall Advertising Co.; places local and foreign newspaper advertising; 223 W. Second street, Los Angeles.

LEE A. McCONNELL (senior member of the firm of Lee A. McConnell & Co.): Born in Missouri, 1861; came to California from St. Louis in 1886; attorney, and real estate and loans; 145 S. Broadway.

J. F. FITZGERALD: Native of San Francisco; came to Southern California from Portland in 1891; piano and music dealer at 113 S. Spring street; title of firm is Fitzgerald Music and Piano Co.

OLIVER C. BRYANT: Born in Massachusetts, 1863; formerly resided at Chicago; came to California in 1888; manager of Los Angeles Building Co, 254 S. Broadway. Graduate of Chauncy Hall, Boston, 1878.

B. R. BAUMGARDT: Born in Liverpool, England, 1862; educated at Strenguäs college, Sweden; came to Los Angeles in 1893; secretary of the Southern California Academy of Sciences; chairman Astronomical Section of the Southern California Academy of Sciences (four years); printing and publishing business.

GEORGE ARNOTT: Born in Michigan, 1848; formerly resided at Grand Rapids; came to California in 1893; firm of Arnott & Co., vehicles and agricultural implements, 120–124 S. Los Angeles street.

JOHN J. BERGIN: Native of Alabama; came to Los Angeles in 1886; vice-president and secretary of the Los Angeles Soap Co., a large manufacturing concern; is director in Board of Trade and Merchants Association.

JOHN A. FORTHMAN: Native of Germany; came to California in boyhood, to Los Angeles in 1874; one of the founders of the Los Angeles Soap Co., of which he is now president and treasurer.

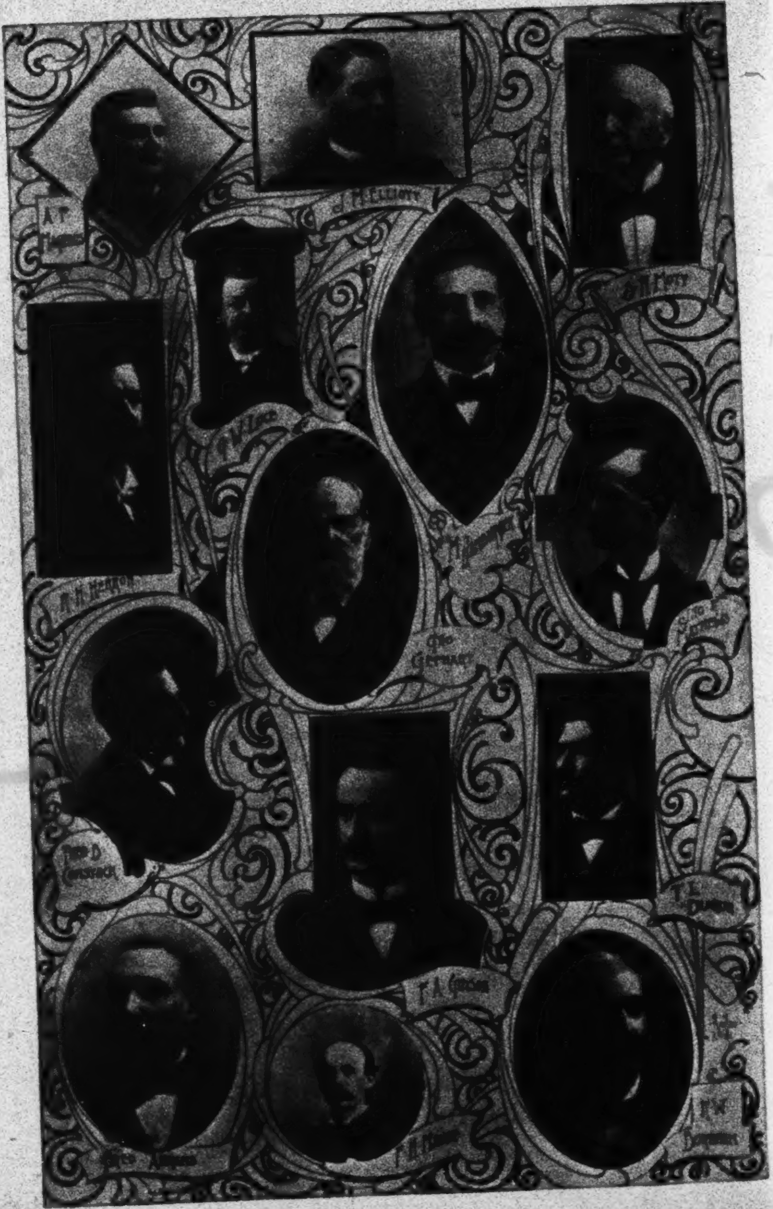
M. ESTERNAUX: Born in Berlin, Germany; Imperial German Consular Representative; came to California in 1896; firm of the Esternaux & Co., wholesale and commission house, 803 E. First street.

FRANK H. MESSMORE: Born in Illinois, 1845; came to California from Chicago in 1863; conducts a restaurant at 104 W. Second street; residence 4321 Wisconsin street.

H. C. FRYMAN: Proprietor and manager of Hotel Palms, Sixth street and Broadway; came to California in 1893; was for four years manager of Mount Lowe Hotels.

F. T. HOWLAND: Native of Canada; formerly resided at Council Bluffs, Iowa; came to California in 1886; photographic supply business; firm of Howland & Co., 211 S. Main street and 211 S. Broadway.

ARTHUR E. OLSHAUSEN: Born in St. Louis, 1856; came to California in 1888; formerly in business department of "Westliche Post", of St. Louis, then in insurance business; now breeder of fine poultry stock, 1417 S. Flower Street.


A. T.
J. H. Elliott
R. W.

A. P MAGINNIS: Born Nelson, Ohio, 1848; came to California from Cleveland, 1887; railroading for 30 years, with Santa Fé for 18 years; now manager of Land Department of that road west of Albuquerque.

S. H. MOTT: Born in New York, 1828; came to California from Minnesota in 1864; original owner and subdivider of Mott Tract, vice-president Perry Lumber Co., secretary L. A. City Water Co.

RUFUS W. HERRON: Born at Pittsburg, Pa., 1849; came to Los Angeles, 1894; oil producer and broker, with houses at Bakersfield, Hanford, Coalinga and San Francisco; Los Angeles office, 212 N. Los Angeles street.

G. W. LUCE: Born in California; with Southern Pacific Co. 1875–88; with Northern Pacific and Union Pacific to 1894; now ass't gen. freight and passenger agt., Los Angeles, for Southern Pacific.

M. A. HAMBURGER: Born at Sacramento, Cal.; managing partner of Hamburger & Sons, the People's Store, 125 to 145 N. Spring street; residence, 1147 S. Flower street.

GEO. GEPHARD: Born in Germany, 1830; came to California from Chicago 1850, to Los Angeles in 1875; property owner; residence, 238 Grand avenue.

JOHN R. MATHEWS: Born at St. Louis, Mo.; came to California from Denver in 1883; served 6 years in State Legislature and 4 years as postmaster of Los Angeles; firm of Mathews Bros., commission, 245 S. Los Angeles street.

THEO. B. COMSTOCK: Born in Ohio, 1849; came to California from Arizona, 1897; consulting mining engineer and manager of mines, 535 Stimson blk.; graduate of Pennsylvania State College and Cornell University; former president of University of Arizona.

FRANK A. GIBSON: Born in Iowa, 1851; came to California in 1866; cashier of First National Bank, director in many important enterprises, receiver for the Water Co., pending litigation.

T. L. DUQUE: Born in Havana, Cuba; came to California in April, 1888; president of the Main street Savings Bank; residence, 1135 S. Olive street.

FRED CH. AHRENS: Born at Hamburg, Germany; formerly resided at Topeka, Kansas; came to California in 1881; bakery and delicacies at 425 S. Broadway.

FREDERIC H. MAUDE: Formerly resided in England and Canada; graduate of University of Aberdeen, Scotland; came to California, 1890; commercial photographer, 120½ S. Spring street.

R. W. BURNHAM: Born in Connecticut, 1851; came to California, 1884, manager for R. G. Dun & Co., Mercantile agency; office, 232 N. Main street.

J. M. ELLIOTT: Born in South Carolina, 1844; came to California from Savannah, Georgia, 1870; chosen assistant cashier First National Bank, 1883, then cashier, and elected president of the Bank in 1892.

M. J. NEWMARK.

The career of M. J. Newmark, the present head of the Chamber of Commerce, has been one of unusual interest. He was born in New York city August 4th, 1838, the son of Joseph Newmark, who came to this country in 1830. In 1852, when M. J. Newmark was 14 years of age, the family came to San Francisco by way of Cape Horn. After a year or two in San Francisco they came to Los Angeles, but he presently returned to San Francisco, where he served as a clerk for several years, subsequently pursuing the study of law.

In 1859, when M. J. Newmark was just 21 years of age, he was admitted to the bar, and began practice in Los Angeles, with E. J. C. Kewen for a partner. Later he formed a partnership with J. L. Brent, who was held in very high esteem in the community at that time, and who afterwards left Los Angeles to join the Confederate army, and rose to the rank of Brigadier-General. Mr. Newmark's last partner in this city was General Volney E. Howard. In 1862 Mr. Newmark was the city attorney of Los Angeles.

About the year 1866 Mr. Newmark gave up the practice of law, as he found it necessary to give all his time to his own business interests. From 1866 to 1873 he resided in New York city, where he conducted the Eastern house of H. Newmark & Co., buying for the wholesale trade of Los Angeles and San Francisco, and disposing of the wool, wine, hides and other Southern California products which the house acquired. He then returned to Los Angeles as a member of the firm of H. Newmark & Co., and made this city his home until 1879, when he retired from business and removed to San Francisco, where he resided until 1885, when he was appointed by President Cleveland American Consul to Lyons, France. After three years in Europe, he returned to San Francisco, and in 1895 came back to Los Angeles, his former home. Here he formed a partnership with Kaspare Cohn in the wool business.

In 1874 Mr. Newmark married Miss Sophie Cahen, and they have a son, Henry M., and a daughter, Miss Rose Newmark, who are very well known in social circles in Los Angeles.

Mr. Newmark was one of the founders of the ancient Chamber of Commerce, that existed in Los Angeles during the 70's. It was quite appropriate, therefore, that he should be elected a director, and then president of the modern organization, and his administration will undoubtedly reflect credit upon himself and the city.

THE FIRST NATIONAL BANK.

The First National Bank of Los Angeles was originally organized in 1875 under State laws, with the name of the Commercial Bank of Los Angeles, and entered the national system July 31, 1880. Mr. E. F. Spence was the leading spirit in the enterprise. and cashier of the bank. Mr. M. S. Patrick was president of the organization until his death in 1876. He was succeeded by Mr J. E. Hollenbeck, who served as president until Sept. 1, 1881, when he resigned. Mr. E. F. Spence was elected as his successor, and remained at the head of the bank until his death, Sept. 19, 1892, when he was succeeded by Mr. J. M. Elliott, who is still president, with many years of usefulness apparently ahead of him. Mr. Hollenbeck, whose name is perpetuated by the Hollenbeck Hotel block, which he built, and the Hollenbeck Home, erected by his widow, had an enviable reputation, not only for thorough integrity, sound judgment, and public spirit, but also for many acts of charity. Mr. Spence was a notable figure in the history of Los Angeles, and had a host of friends attracted by his geniality, and retained by his sterling traits of character. Mr. Elliott has a longer experience as a banker than any other man now in active service in Los Angeles, and no man is more widely and favorably known.

The first vice-president of the bank was Mr. J. F Crank, who was succeeded June 26, 1888, by Mr. J. D. Bicknell, who has been for 25 years in the front rank of the Los Angeles bar. When the engrossing nature of other engagements compelled Mr. Bicknell to resign in 1894, Mr. W. G. Kerckhoff, the capable manager of many important enterprises, was elected to the position and has filled it ever since.

The directory is composed of a competent body of men, and the stockholders show their appreciation by re-election. The names of the present directors and the years in which they were respectively first elected are as follows: J. D. Bicknell (1883), J. M. Elliott (1887), John D. Hooker (1892), William G. Kerckhoff (1892), H. Jevne (1894), F. Q. Story (1894), and J. C. Drake (1898), the last named being elected in place of Mr. W. C. Patterson (1894), who resigned to take the management of the Los Angeles National Bank.

Mr. Spence was the first cashier of the bank. He was succeeded by Wm. Lacy and he by Mr. J. M. Elliott, who filled the place until his election as president. Mr. J. H. Braly was then elected cashier, but resigned a few months later to take the presidency of the Southern California Savings Bank. In October, 1893, Mr. Frank A. Gibson, the present cashier, was elected, and has rendered service alike creditable to himself and profitable to the bank. Mr. Gibson's high standing in the community was admirably demonstrated by the unanimous approbation with which his appointment as receiver for the water company, during litigation, was met on all sides.

The first assistant cashier of the bank was Mr. J. M. Elliott (1883-1884). He was succeeded by Mr. G. B. Shaffer, who served continuously until impaired health led him to resign in January, 1898, and accept a less arduous position in the bank. Mr. W. T. S Hammond, formerly paying teller, was then elected to the place, which he still fills; his promptness, courtesy and thorough knowledge of the banking details, making him an ideal assistant cashier.

The bank has done business at its present location ever since its original organization in 1875, but enlargements have from time to time been rendered necessary by the growth of business. It now has a finely arranged and furnished banking room.

A striking evidence of the bank's popular standing was afforded by the readiness with which the business community rallied to its support during the panic of 1893, and in a few days, during the period of greatest stringency, subscribed and paid for a new issue of stock, increasing the capital from $200,000 to $400,000.

The growth in business for years past has been steady and gratifying. At this writing, March 29, 1900, the deposits amount to $2,688,000.10 as against $1,361,301.93 on the corresponding date of 1894, while the total assets amount to $3,567,430.89 as against $2,045,820.45 in 1894. Everything points to increased prosperity in the future.

I. W. HELLMAN.

Isaias William Hellman was born in Bavaria, Germany, October 1, 1842. In 1859 he crossed the Panama Isthmus, to California, and settled in Los Angeles. He soon found employment as a dry-goods clerk in a store in the Arcadia block, on Los Angeles street, at the head of Aliso street, in those early days the business center of the city.

A clear insight into business conditions, close attention to his duties and an untiring energy were all there was about the boy to indicate the millionaire financier of after years, whose name is familiar in New York, London, Paris and Berlin.

In less than ten years the young man had so impressed his personality on the business community of Southern California that in July, 1868, he organized the banking house of Hellman, Temple & Co., of which he was manager from the beginning.

In 1871 I. W. Hellman organized the Farmers and Merchants Bank of Los Angeles, now the oldest and strongest financial institution in the State outside of San Francisco. He was appointed cashier and manager of this bank, and for twenty years was constantly at the head of it, most of the time as president.

Mr. Hellman was born with a genius for finance. He instinctively saw that there was only one principle involved in the business, to regard his responsibility as a sacred trust, which requires that the funds of a bank be so handled that when the money is called for it shall be there.

For twenty years the reserves of the Farmers and Merchants Bank have been, not the legal 25 per cent of deposits, but from 50 to 75 per cent of them. In this way an unshaken confidence in the public mind was built up and maintained, so that the institution has never lacked for funds to do any legitimate business before it, and it never put its hand to any business that was not above the suspicion of being wrong, unsafe or speculative.

When, in 1891, Mr. Hellman was called by the most substantial business men of San Francisco to reorganize the Nevada Bank of that city, the Farmers and Merchants Bank had deposits of over $4,500,000, and assets of nearly $6,000,000. Since his departure for San Francisco, he has still been president of the Farmers and Merchants, and has been in daily communication with his brother, H. W. Hellman, the vice-president and manager of the institution.

On April 4th, 1870, I. W. Hellman married Miss Esther Neugass, of New York, and their family consists of one son and two daughters.

There is no exaggeration in the statement that Isaias W. Hellman stands in the foremost rank of world financiers. But that is not his only accomplishment. It is a rare acquirement for a man to speak four languages easily. I. W. Hellman is one of the few that do it. He has rendered valuable services to his State in many ways, one being as an able regent of the State University, and few citizens of California are so well qualified for the important duties of that office.

H. W. HELLMAN.

Herman W. Hellman was born in Bavaria, Germany, in 1843, and when only fifteen years old emigrated to America, coming directly to Los Angeles. There was little about the boy to indicate the successful man. He came possessed of an abundant stock of health, a good public school education, and the faculty of persevering effort, of a capacity to endure an unlimited amount of hard work—and that was all. He is a self-made man in the fullest acceptation of the term.

In 1859 Mr. Hellman entered the employ, as clerk, of the late Phineas Banning, at Wilmington. Although his duties in the office of Gen. Banning were congenial enough, yet Hellman was not made of the kind of material to remain long in any other man's employ. He determined to cut out a career for himself, and in 1864 he opened up in business on his own behalf with a small capital saved from his salary, about $1600, with a line of fancy goods, stationery and books. In spite of the small field, by prudent management, Mr. Hellman made this pay, and continued in it until March, 1870. Then, wishing to gain a larger view of the world, he sold out and spent eighteen months traveling in Europe. Upon his return in 1871, he formed a partnership with Jacob Haas in the wholesale grocery business. After the death of Mr. Haas, the firm was composed of Mr. Hellman, Abraham Haas and Jacob Baruch. This connection lasted until 1890, when Mr. Hellman sold out his interest. In the nineteen years of its existence to the time of Mr. Hellman's retirement, the business of the house grew and multiplied; its capital rose from $60,000 to $600,000, and its sales amounted to more than $2,000 000 annually. Without in the least seeking to disparage the value of the other partners, no one would speak more emphatically than these same partners of the good business quality of Mr. Hellman. Mr. Hellman's intimate knowledge of commercial and financial affairs, and his thorough grasp of financial principles came into play when great stakes were involved, and rare were the occasions when his judgment erred.

When Mr. Hellman's elder brother, Isaias W. Hellman, the president of the Farmers and Merchants Bank, was called to San Francisco to reorganize the Bank of Nevada, the directors of the great bank here chose Herman W. Hellman to assume the management of its affairs. Isaias W. Hellman is regarded by the bankers of America as a financier of the soundest policy, of the broadest views in financial matters, and of a judgment in money transactions almost unerring in its aim. To step into the place of such a man tries the ability of the successor through and through. H. W. Hellman has now for a decade firmly held the helm of that great craft in the capitalistic world, the Farmers and Merchants Bank, and has never allowed it to swerve a hair's breadth from its true course. As shown below, the deposits have nearly doubled under H. W. Hellman's management. The recital of these facts are Mr. Hellman's best eulogy.

H. W. Hellman was married July 26, 1874, to Miss Ida Heimann of Treviso (near Venice), Italy. Their family now consists of Miss Frida, Miss Amy, Marco H. and Irving H. The elder son is one of Mr. Hellman's valuable assistants in the bank. The youngest children are still in school.

On December 30, 1899, the Farmers and Merchants Bank had available cash, $2,991,595.39; total assets, $6,499,105.74; and $5,045,774 23 due depositors. For a city of 120,000 inhabitants, and with a total of seventeen banking institutions, this is a great exhibit of substantial wealth.

THE CALIFORNIA LIMITED — Santa Fe Route.

Is now in service, for the winter and spring season, from Los Angeles eastbound and from Chicago westbound.

This brief announcement will suffice for thousands of transcontinental tourists, who have learned by experience that The California Limited is the embodiment of all that is most luxurious in modern railway travel.

For the information of others the following particulars of the train are given.

IT IS THE FASTEST TRAIN from Southern California. Time of leaving Los Angeles 6 P. M. Time of arrival at Chicago 2:15 P. M., third day following. Actual time consumed, 66 hours—2¾ days.

This does not mean exceptionally fast running, the average rate of speed being less than 34 miles an hour.

The explanation is that the Santa Fé Route is very much shorter than any other.

IT IS THE FINEST TRAIN AND RUNS solid between Los Angeles and Chicago, limited to six palatial cars, vestibuled and electric lighted throughout. For definiteness we say it is the finest train west of Chicago, but, in fact, there is no finer anywhere.

THE PULLMAN SLEEPING CARS contain ten sections and two drawing-rooms each. One runs from Los Angeles to Chicago; a second from San Diego to Chicago; a third from Los Angeles to Kansas City.

THE PULLMAN OBSERVATION CAR. The rear half of this sleeping car is devoted to an observation or assembly-room, furnished with easy chairs and writing desk. The privileges of this observation-room are free to all passengers on the train—ladies and children preferred.

THE DINING CAR serves all meals en route, under the management of Mr. Fred Harvey, which is absolutely unequaled elsewhere.

THE BUFFET SMOKING CAR contains a barber shop in addition to the usual buffet and the spacious smoking and reading-room provided for gentlemen.

CURRENT PERIODICALS and stationery are provided free in the observation car and the buffet smoking car, also latest newspapers obtainable at starting point and en route. A locked mail-box is placed in these cars for reception of letters written on the train, which are mailed by the porter at first available point.

FOUR TIMES A WEEK. The California Limited leaves Los Angeles on Sundays, Tuesdays, Thursdays and Saturdays; leaves Chicago westward, on Tuesdays, Wednesdays, Thursdays and Saturdays.

NO EXTRA CHARGE is made for passage, but only first-class paying passengers holding Pullman accommodations will be carried.

DAILY CALIFORNIA SERVICE. Aside from the California Limited, there is a daily fast train via the Santa Fé Route between California and Chicago, on which all classes of tickets are honored, the equipment consisting of palace and tourist sleeping cars and reclining chair cars.

Personally conducted excursions from and to California are carried on this daily train three times a week.

Los Angeles, April 1st, 1900.

JOHN F. FRANCIS.

No document which deals with the subject of public work in the city of Los Angeles during the past ten years will fail to mention Mr. John F. Francis, who has been actively identified with nearly every enterprise for the general good that has been carried forward in that time. He is a striking example of the type of American citizenship which the optimist rejoices to believe is increasing as the country grows more wealthy, the men who use a reasonable part of their means and their leisure in making the world better for others.

Mr. Francis was born at Lyons, Clinton county, Iowa, of English parentage, in 1850. His father was killed at the mines near Nevada City, California, in 1852. At seventeen years of age he enlisted in the Eighteenth Kansas Volunteer Cavalry, and served during the campaign of 1867 against the Sioux and Chippewa Indians in western Kansas. In 1868, he came by way of the Isthmus to San Francisco, and spent several years at the mines. In 1872 he returned to the East. After years spent in traveling about the United States and Europe, Mr. Francis came to Southern California in 1889, and the following year took up permanent residence in Southern California. His marriage with one of the daughters of Don Manuel Dominguez indentifies him with one of the oldest and best of the Spanish families of this region.

Mr. Francis joined the Chamber of Commerce in 1894, and in 1896 was elected a director, and the succeeding year a vice-president. In 1896 he was made president of La Fiesta, and carried that enterprise through to a splendid success. He was one of the charter members of the Free Harbor League, and for a number of years gave a great deal of time and effort to advancing the cause of San Pedro harbor. He was also one of the founders of the League for Better City Government, an independent political organization that labored for the improvement of municipal affairs. He is a member of the Sunset Club and president of the Newman Club, the latter being a prominent literary organization of gentlemen of Catholic faith. Mr. Francis is an active worker in the Republican political organization, although he will not allow his name to be considered as a candidate for any office. In business he is bank director and the successful manager of a large ranch.

THE LOS ANGELES LIGHTING COMPANY.

The Los Angeles Lighting Company was incorporated on November 14, 1889, succeeding the Los Angeles Gas Company, Lowe Gas and Electric Company, and the Consumers Gas-light, Heat and Power Company.

Its history has been one steady growth, which may best be seen by a comparison of the company of today with the original Los Angeles Gas Company, the report of whose first superintendent, Mr. W. H. Perry, of date July 1st, 1869, states among other things, that they were then supplying 43 street lamps, that the fuel consumed per day of 24 hours was ½ of a cord of wood and 1½ tons of brea, and that they had five employes. The price of gas in about 1868, was about $7.50 per 1000 cubic feet.

The growth of the Lighting Company since its absorption of the three then existing companies in 1889 has been phenomenal. It manufactures both coal and water gas, the two being mixed together in the proper proportion to give them the requisite candle power. The company supplies the entire city with light and heat, and its works, at the corner of Aliso and Center streets, will compare with any on the Pacific Coast.

The works have a capacity of 1,500,000 cubic feet per day, and its 100 miles of main pipe and over 7,500 consumers will give some idea of the extent of the company's business. The company also manufactures coke and tar, which is disposed of at wholesale and retail.

A few years after its incorporation, on account of its increasing business, the company moved its office from its first location in the basement of the building at the northeast corner of Second and Spring streets to its present handsome and commodious offices at the corner of Fifth and Broadway. The company has constantly on hand a large and excellent line of gas stoves, water heaters and other appliances, which it sells at cost.

The prosperity which the company has enjoyed has been largely due to its progressive and liberal policy; progressive in that it constantly aims to extend its mains throughout the city as fast as the business will barely warrant, and liberal in that it gives the consumers the benefit of its increasing business by decreasing the price of its product at frequent intervals, at the same time keeping its product up to a high standard of excellence. The company began selling gas at $2.50 per 1,000 cubic feet in 1889, and is now selling at the low price of $1.60 per 1,000 cubic feet.

The Los Angeles Lighting Company today is one of the strongest and best corporations in the city, and second to no gas company in the State outside of San Francisco. It is of benefit to the community in giving employment to a large number of well paid men, and aiming, so far as possible, to buy its manufacturing materials in the home market.

The officers of the company are as follows: President and general manager, W. B. Cline; vice-president, Wm. M. Van Dyke; secretary and treasurer, R. M. Adams; assistant general manager, H. M. Corlette; superintendent, S. W. Garretson.

THE LOS ANGELES ELECTRIC COMPANY.

One of the specially notable features of the rapid growth of this city is the advance in electric lighting, and the Los Angeles Electric Company has made a record in rapid progress that few cities can equal.

The company was organized in 1881. The city had advertised for lighting bids. Those were experimental days, but, nothing daunted, the contract was applied for, and secured, and the installation of the electric light was promptly taken in hand. The people from far and near flocked into the town to see its illumination by the "new-fangled" light. The feature of the display was the series of masts, surmounted by clusters of three-arc lamps, that were put up about the streets and squares of the city. But the experiment was successful, and the people were so well pleased with the new lights, that soon afterward the municipal authorities ordered the gas-posts which had been left standing, pending the result of the experiment, taken down, and Los Angeles blossomed out into the distinction of being the first city in America to be lighted entirely by electricity.

The first station was built in the center of an old vineyard, on a spot which is now the corner of Banning and Alameda streets. The plain but substantial station, 50 x 50 feet, had a modest enough start. The generating plant consisted of two No. 8 Brush machines; one of these, a 3,000 candle-power, was used for city lighting; the other, a 2,000 candle-power, for commercial service. These were driven by two 50 horse-power high-speed engines. The success of the city contract work, which comprised the lighting of seven 150 feet masts, each carrying three 3,000 candle-power arc-lamps, was so pronounced that the entire output of the plant was immediately taken up, and steps were at once taken to enlarge the plant and increase its capacity.

About this time the company began investigating the merits of crude petroleum as fuel. The results of these tests were so satisfactory, that the company decided on the regular use of oil instead of coal, and it was the first in California to adopt the new fuel.

In 1893 the company moved its station to the 130 x 300 foot lot at the corner of Alameda and Palmetto streets. The commodious building there erected contains an electric plant that is a model of high class machinery and skillful arrangement. The engines are chiefly of the Corliss cross-compound condensing type. The electric systems are the Brush for arc lighting; the Westinghouse alternating current for incandescent lighting; and the Westinghouse 500 volt direct current for power service.

The station is divided into three departments; the boiler-room, with its four batteries of boilers; the engine-room with its eight large engines and condensing plant, having a total capacity of 2,750 horse-power; and the dynamo-room, with its seventeen 60-light Brush arc dynamos, seven alternating current generators and two power generators. This plant is today the largest steam driven electric light and power plant in Southern California, and at present is taxed to its full capacity in spite of the fact that there are three other companies supplying electric light and power in the city.

The company's distributing system is most extensive, covering as it does the entire 43 square miles within the city limits, in its supply of the 823 street lights in use, and also having separate lines in the same territory for the supply of light to residences. Its distributing system in the business portion of the city consists of wires placed underground in conduits, this conduit system being installed at a very large expense in 1898–99. The lines carry a load of 60,000 incandescent lights, 824 city arc lights, a large number of commercial arc lights, and the power supply for many of the largest users in the city. Los Angeles is one of the best lighted cities and pays for its service less, per lamp, than any city in the United States.

The Los Angeles Electric Company is a home corporation. It pays out many thousands of dollars each month for Los Angeles crude oil, and all other supplies it requires which may be purchased in Los Angeles.

Its large and handsome offices are at 449 and 451 South Broadway, near the corner of Fifth street, and its officers are as follows: President and general manager, W. B. Cline; vice-president, Wm. M. Van Dyke; secretary and treasurer, Wm. H. Burns; assistant general manager, H. M. Corlette; superintendent, J. W. Warren.

FRANK WIGGINS.

Cases are rare where a man and an institution fit one another as thoroughly as do Frank Wiggins and the Chamber of Commerce. He has been connected with the organization since the spring of 1890, when he took charge of the permanent exhibit. In 1895 the office of Superintendent was created, and Mr. Wiggins was elected to that position. On the resignation of Mr. Willard from the secretaryship in 1897, Mr. Wiggins was chosen Secretary of the Chamber, and he now holds both positions.

Mr. Wiggins was born in Richmond, Indiana, in 1849. His parents and grand parents on both sides belonged to the Society of Friends, and he was therefore educated at the Richmond Quaker School. Mr. Wiggins, the father, was the owner of a large and prosperous wholesale saddlery and harness business, and on his leaving school Frank entered this business, and in time came to be its general manager. In 1886 his health failed, and he came to California. For some time it was an open question whether recovery was possible, but at last the climate performed the same miracle that it has accomplished in thousands of other cases, and Mr. Wiggins was ready to throw his tremendous energies into new work under new skies. His services to Southern California from that time to this have been of almost inestimable value. He had charge of the Orange Carnival in Chicago in 1891, of the Southern California display at the World's Fair in Chicago in 1893, at the Midwinter Fair in 1894, at Atlanta in 1896, and at Omaha in 1898.

It is largely due to his tireless industry and to his special aptitude for this class of work that the permanent exhibit of the Chamber has been built up to its present excellence. Mr. Wiggins has served as superintendent for four or five citrus and agricultural fairs, and on all occasions of public celebrations is placed in charge of the decoration of the streets — a line of work in which he is expert.

HARRIS NEWMARK.

The name of Newmark has a very wide significance in the commercial history of Los Angeles, appearing, as it does, in many different lines of trade, and figuring largely in the general development of the region. Harris Newmark was one of the first members of the family to come to California, and to-day he is one of the most highly regarded of the many that bear that name. He was born in Loebau, West Prussia in 1834, the son of a merchant of that town. He came to California in 1854, and settled in Los Angeles when it was an insignificant gathering of adobes, before oranges were grown or tourists found their way hither.

The present house of M. A. Newmark & Co., which is one of the largest wholesale grocery houses in California outside of the city of San Francisco, was founded by Harris Newmark. He had at various times several different partners, but for a long period of years it was known by the name of H. Newmark & Co. At first it dealt in all classes of goods other than dry-goods, that is to say, not merely groceries, but also hardware, wagon materials, provisions, feed, camp supplies, wool, hides, etc.

It was only in later years that the work was subdivided, some of the partners taking up the various lines, as for example Kaspare Cohn and M. J. Newmark taking wool, and H. Newmark and Leon Loeb taking hides, and the original house, under its changed name, continuing the groceries in the wholesale form. In 1872 the firm bought the Santa Anita Ranch which it afterward, in 1875, sold to E. J. Baldwin. In 1876 it acquired the Temple block, which it still owned by three former members of the firm.

Harris Newmark is married to his cousin Sarah Newmark, the sister of M. J. Newmark. His children are M. H. Newmark, who is a partner of the firm of M. A. Newmark & Co., Mrs. Leon Loeb, Mrs. Jacob Loew, Mrs. Carl Seligman and Marco P. Newmark, the latter a student at Berkeley.

Harris Newmark is at present visiting in Europe, and he carries with him the affectionate regard of many hundred people in Los Angeles to whom he has done kindnesses, for his life has been of use and value, not to himself alone, but to his neighbors and friends and the whole community.

B. F. COULTER.

The founder of the Coulter Dry Goods Company was born in Todd county, Kentucky, in 1832. His early life was spent in Elkton, Kentucky, from which place, at the age of twenty, he went to Clarksville, Tennessee, and thence to Nashville. After one year he returned to Clarksville, and remained there, excepting one year in Louisville, Kentucky, till he came to Los Angeles, California.

In 1877 Mr. Coulter came to California, and in 1878 he opened a dry-goods business in the Downey block on the corner of Temple and Spring. A year later he removed to the Baker block, but as soon as the Hollenbeck was completed he carried his business to the corner of Second and Spring. This was regarded at the time as an extremely venturesome move, for there were but few commercial undertakings then located south of First street. Mr. Coulter believed that the city was destined to grow in that direction, and time soon vindicated his judgment, for in a few years he was exactly in the center of the best retail district.

On this corner a solid conservative business was built up with a patronage from among the best people of Los Angeles and the surrounding region. The customers of the store were not mere chance visitors attracted by the bargain of the day, but they were permanent friends of the house who felt confidence in the reliability of its goods. The wide personal acquaintance of Mr. B. F. Coulter and of his son Frank M. Coulter, who is his active manager, had much to do with building up the great and substantial business.

In 1898 the store was moved from Second and Spring to the Laughlin building on Broadway between Third and Fourth. Here, in a great storeroom 102 x 120 feet furnished throughout with the latest and most approved forms of counters, show-cases, drawers, shelves, and carrier appliances, there is displayed one of the finest and most complete stocks of dry-goods to be found on the Coast.

Mr. Coulter has not permitted his business career, active and engrossing as it has been, to interfere with other duties of life, as he sees them.

For about twenty-five years he has been a minister in the Christian Church, and for the last ten or fifteen years giving his time wholly to church work; and he is now preaching regularly in the church on Broadway opposite the court house.

WALLACE L. HARDISON.

Wallace L. Hardison was born at Caribou, Maine, in 1850. His education was obtained in the public schools and in the Houlton academy at Houlton, in his native State.

In 1869 he crossed the plains to California, but made no long stay in the State. Returning East he went to Pennsylvania to engage in the oil business in which he took a leading part up to 1883.

In 1880, in the Garfield campaign, Mr. Hardison was nominated for the legislature of Pennsylvania, in the Bradford district embracing McKean county, and was elected by a large majority.

In the year just named, Mr. Hardison returned to California, and with Lyman Stewart engaged in the exploring of the oil fields of this section, putting to practical account the expert knowledge gained in Pennsylvania.

A considerable beginning had been made in the development of oil of Southern California by the Pacific Coast Oil Company, operating in Pico Cañon near Newhall, and a little work had been done in the Puente field. The Hardison & Stewart Oil Company was organized and the first work was done near the Pacific Coast Oil Company's territory. Almost simultaneously work was begun in Ventura county, north of Santa Paula.

This development proving satisfactory, the Sespe Oil Company was incorporated under the management of Mr. Hardison, and wells were successfully bored in the cañon from which the company took its name.

This brings the history of the oil business in Southern California to the year 1885. But in this same year the Sespe Oil Company and the Hardison & Stewart Oil Company absorbed the Mission Transfer Company organized some years previously.

In 1886 the Torrey Cañon Oil Company was incorporated and development was begun in the cañon of that name.

By this time the oil business had become very important. The Union Oil Company was incorporated, absorbing the properties of the Hardison & Stewart Company, the Sespe Company, the Torrey Company and the Mission Transfer Company. W. L. Hardison was a moving spirit in all these enterprises. The Union Oil Company is still the largest interest in oil in the State of California, having a pipe line to the ocean, and water transportation to the great refinery near San Francisco. The first steamer ever built to carry crude petroleum, and named by the directors the W. L. Hardison, belonged to the Mission Transfer Company, and was burned at the wharf at Ventura many years ago. With Mr. Hardison were associated in the Union Oil Company, Mr. Stewart and Thomas R. Bard, recently elected U. S. Senator, Dan McFarland of this city and others. This was in 1891. Later Mr. Hardison and Mr. Stewart organized the United Petroleum Company, which controls the stock of the Union Oil Company. The oil industry of Southern California had become noted all over the country.

It required courage to go on with this work. The oil sands lay at an unusual depth for Southern California, one of the holes being 2700 feet deep. But the work was prosecuted with vigor and many very successful wells were uncovered. This was on the Ex-Mission lands.

The connection of Mr. Hardison with this development led a syndicate of English capitalists in 1895 to ask him to visit Peru and make a report on the oil fields of that country. This he did, and on his return presented a very valuable report on the subject.

While in Peru Mr. Hardison gained knowledge of a very rich gold deposit in the very heart of the Andes. He spent a good many months investigating this, and in developing the vein which he did with great effort and abundant success. A ten-stamp mill is now in operation crushing the rich ore from the mine. A great deal of tunneling has been done, laying bare an immense body of ore of which $5,000,000 worth is said to be in sight. In this he retains a large interest.

Returning to Los Angeles, after paying a visit to Southern Mexico, in 1898, W. L. Hardison went into the oil business in Orange county. Soon after he entered as a pioneer the new field in the western part of Los Angeles city. In both these fields he has done much successful development. All the early work on the Metcalf tract, on the Phelps & Beveridge tract, and to the west of the Baptist College was his. Part of this is now the rich territory being pumped by the Uncle Sam Oil Company. The Hardisons are still operating the Phelps & Beveridge tract.

In the new field near Fullerton, Orange county Mr. Hardison secured 900 acres of very promising land, being in the heart of the richest portion of that territory. The development there is proving very successful.

In the still newer field at Coalinga, Fresno county, Mr. Hardison secured 160 acres of what is considered among the most promising oil land.

To work the field at Fullerton, he organized the Columbia Oil Company, and the Independent Oil Company to develop the Coalinga property.

With a record such as the above facts establish, and with a national reputation as an oil expert and successful promoter of oil enterprises, it was a very becoming thing when the Los Angeles Oil Exchange was organized last December, to elect Wallace L. Hardison the first president of the institution.

Foreseeing the possibilities of the by-products of petroleum the Union Oil Company secured the services of Dr. Salathe, a Swiss savant of high repute, and as early as 1891 a laboratory was built at Santa Paula where careful and varied experiments were made at great expense. The fruits of these are now evident in many valuable by-products of oil. Perhaps the one best known is newspaper ink which is now shipped in large quantities by the car load from the oil regions in Pennsylvania.

Again at Santa Paula in 1894, Mr. Hardison organized the Limoneria Company and an orchard of lemon and other citrus fruit trees was planted, for which purpose a tract of 412 acres of land was purchased. The product of this orchard in 1900, it is estimated, will be 20,000 boxes of fruit.

About this time Mr. Hardison bought out the Santa Paula Water Company, and organized the Santa Paula Water Works, and the Thermal Belt Water Company, the one to supply the town of Santa Paula, the other to irrigate the orchards near the town.

Mr. Hardison in 1884 built a fine home at Santa Paula, and this is still noted among the fine places of California. Guy L. Hardison, the eldest son, is married and now has his home in Los Angeles. He is closely and successfully allied with his father in all his big enterprises. The younger members of an interesting family include two daughters, Augusta and Hope, who are now at school, Augusta being at Stanford University.

One other enterprise of Mr. Hardison is the Raymond Improvement Company, comprising between 200 and 300 acres of very picturesque land adjoining Pasadena, sure to be in request for fine villa homes. A nephew of Mr. Hardison, an Eastern capitalist, and most successful man of business, C. P. Collins, is interested with Mr. Hardison in this, as he has been in many of his enterprises. Indeed Mr. Hardison modestly deprecates any attribution of his success to his own single efforts, but insists that it is to the generous coöperation and sound judgment of Mr. Collins that he owes much of what he may have accomplished.

In 1891 Governor Markham of California appointed Mr. Hardison as a member of the State Agricultural Association.

But the public verdict is that Wallace L. Hardison's record is that of a very busy, very enterprising and very successful man of business. He is still in the prime of life, at 50, with many years of usefulness before him.

CALIFORNIA'S GREATEST RAILROAD.

The Southern Pacific Company, "California's greatest railroad," in addition to its thousands of miles of trans-continental rails, embraces over 3,000 miles of perfectly equipped railway, reaching forty-three of the fifty-seven counties in the State.

It reaches all of the most interesting and historical points, and being the pioneer railway of the West, all of the principal cities and towns are built around it, making the Southern Pacific's depot facilities superior to all competitors, by reason of their convenience to business centers, thus saving time and expense on both freight and passenger patronage. Its local service in Southern California, as well as throughout the entire State, is marked by ample equipment and speedy trains at convenient hours.

The Southern Pacific offers a choice of three great highways between California and the East—all pleasant—each with especially attractive features.

THE SUNSET ROUTE, via New Orleans and El Paso, is the line of least resistance, of easiest grades from ocean to ocean, and also the line of flowers and song birds throughout the year.

THE OGDEN ROUTE, via Ogden and Denver or Cheyenne, is the pioneer of transcontinental routes, marked by grand mountain scenery over the Rockies and through the Nevadas.

THE SHASTA ROUTE is the majestic panoramic overland route, joining California with the North Pacific Coast, Dakotas and Northwest. The lofty Siskiyous are crossed, followed by the great valleys of Oregon and Washington.

THE SUNSET LIMITED.

Established in 1894, was the first transcontinental vestibuled train in regular service on the American continent, and is still first in elegance of equipment. completeness and comfort, supplemented by the beauty and attractiveness of its route. A solid train between New Orleans, Los Angeles and San Francisco.

Six daily overland trains afford the most satisfactory service between the Pacific Coast and great business centers of America. Many "personally conducted" excursions are run, via various routes, equipped with new "ordinary" sleepers. If there was no first-class you would say "first-class."

If we talked all day and you could read all night you would not know half the delightful routes or resorts in California. Better let us send you beautifully illustrated descriptive matter, which can be had for the asking.

Agents All Over The World.

E. O. MCCORMICK,
Passenger Traffic Manager.
WM. SPROULE,
Freight Traffic Manager,
San Francisco, Cal.

G. W. LUCE,
Asst. Gen. Frt and Pass. Agt.,
Los Angeles, Cal.

W. C. B. RICHARDSON.

The Chamber of Commerce has a large element in its membership made up of property owners and men of means, who, having led an active life during their residence in the Eastern States, are now retired from business or professional pursuits, and who spend their late years living quietly on their country estates, and they give the Chamber valuable assistance, although holding no position other than mere membership. Mr. Richardson, of Tropico, is a typical member of this sort, of ten years standing in the organization. The Richardsons are a noted family, coming over early in the sixteen hundreds from Yorkshire, England, where the house had been known for several centuries.

Mr. Richardson of this sketch is the seventh in a direct line from the original American head of the family. His father was the Hon. Elkanah Richardson, who was born in Swanzey, New Hampshire, in 1780, and married Sophia Belding, a New England lady of Scotch descent. W. C. B. Richardson was born of these parents October 28, 1815, at Swanzey, and when he was four years of age the family moved to Ohio, making their home finally at Cuyahoga Falls, Summit county. The father was an active man in the community where he lived. He was a land surveyor, and served as county commissioner, was judge of the circuit court two terms, or fourteen years, and was State senator in the Ohio legislature two terms. He died in 1836 (The above is taken for the most part from the Richardson memorial, a volume of 944 pages, pages 1-4-183-707 and 712.)

Like his father, Wm. C. B. Richardson was a surveyor by profession. In 1836 he went with Lewis Clawson on an expedition into the forests of Northern Michigan for a year and a half, surveying government land under surveyor-general Haynes. In 1838 he was married at Akron, Ohio, to Sarah Everett, and soon after they went to Cleveland to live. Here he served on the board of education and as a member of the city council two terms. In 1835 he spent eight months in Chicago. It was a very small town at that time, consisting chiefly of a fort. Great numbers of Indians lived in the immediate vicinity. Milwaukee at that time had but six white families. The only hotel was kept by Mr. Juneau, a Frenchman, with a squaw for a wife.

W. C. B. Richardson.

In 1868 Mr. Richardson came to California and purchased the Santa Eulalia Rancho of Samuel Heath, 700 acres in extent, one mile north of the city line. It is bounded on the west by the Los Angeles river, and takes in the Tropico school-house on the east. The Tropico valley extends from the city line to the Glendale line It is a beautiful location, fertile, and well watered, and growing all kinds of citrus and deciduous fruit. Mr. Richardson gave the Southern Pacific Company thirteen acres of land for depot purposes, and he has assisted the upbuilding of the place in many ways. Recently he donated a large tract of land for the establishment of a tile factory in the vicinity of Tropico, a most important enterprise for Southern California.

Mr. Richardson has a family consisting of three sons; two of them are in business in Chicago, and one is with him on the ranch. Although he is eighty-four years of age, he enjoys good health, and occasionally, with the assistance of his son, performs a job of surveying. Since the year 1850 he has kept a diary, making some entry every day, and he has all the volumes now on file—a remarkable example of an industrious, methodical and well-regulated life.

A. H. NAFTZGER.

It is one thing to grow oranges successfully, and quite another to market them with profit, as the orchardists of Southern California discovered to their sorrow seven years ago. For a brief but disastrous period, the fruit brought small returns, and many were compelled to abandon the business. At last it became evident to the more far-sighted of the growers that the only hope for the future of the industry lay in combination, whereby a more systematic distribution of the product in the Eastern market could be secured; and out of a chaos of conflicting efforts the Southern California Fruit Exchange was slowly shaped into intelligent and useful form. It is today by far the largest individual fruit-shipper, and it handles over one-third of the total crop. It is not a trust, for it does not attempt to control prices for the product as a whole. Its real purpose is to accomplish a legitimate and profitable distribution of the crop.

The management of this splendid concern, on which the prosperity of the whole citrus fruit industry largely depends, is in the hands of practical business men who have had experience in every phase of the orange business from the soil and the tree to the final sale in the Eastern market. The president and general manager of the enterprise is A. H. Naftzger, who has been in charge of its affairs since 1897, at which time it came into its present form.

Mr. Naftzger has resided in Los Angeles since 1895. He was born in Wabash county, Indiana, in 1852. After his education at school was completed, he taught for several years, and then removed to Kansas, where, in 1876, he engaged in merchandising, and afterward in banking.

In 1885 he located in Riverside and organized the First National Bank, of which he was president for a number of years. On his removing to Los Angeles, he went into partnership with George H. Stewart in various financial undertakings.

Mr. Naftzger is an active factor in Republican politics, although in no sense a politician. He is a favorite as a speaker, and a man of strong character and wide influence. He is a member of the Jonathan and the Sunset Clubs.

CHARLES DWIGHT WILLARD.

Mr. Willard, was born at Bloomington, Illinois, just at the outbreak of the civil war. His father, Dr. Samuel Willard, was surgeon of the 97th Illinois Volunteers, but at the close of the contest, his health becoming too uncertain for the medical profession, he became instructor of History in the Chicago High School, a position which he held for nearly thirty years. He is a writer of note in historical and educational lines. The son, Charles Dwight, received his early education in the Chicago schools, and graduated from the University of Michigan in 1883. Shortly after graduation his lungs became seriously affected through a long siege of typhoid fever, and the California climate was prescribed. After nearly five years of invalidism and wandering about this State, Mr. Willard began newspaper work in Santa Barbara, locating permanently in Los Angeles in 1888. He has been connected, at one time or another, in various capacities, with three of the four Los Angeles dailies. In 1891 he was elected Secretary of the Chamber of Commerce, and was to a considerable degree instrumental in the work of building up that institution. His service lasted six years. In 1897 the management of the Evening Express was offered to him, and he left the Chamber of Commerce to resume newspaper work. In 1899 he resigned from the Express, and is at present doing miscellaneous newspaper and book work. His volume on the Free Harbor Contest has been highly commended by leading reviews all over the country. Mr. Willard's short stories have also attracted some attention, particularly those in the San Francisco Argonaut. He was recently elected secretary of the Jobbers' Association of Los Angeles. Mr. Willard was married in 1891 to Miss May E. McGregor of Chicago, and they have a daughter.

THE LOS ANGELES TERMINAL RAILWAY.

In 1890 a syndicate of St. Louis capitalists, five of whom were railway presidents, after investigating the commercial conditions of Los Angeles decided to purchase a number of small lines and rights-of-way running in and out of this city, and to join them in one enterprise under the corporate title of the Los Angeles Terminal Railway. One line ran due north from the city up into the beautiful Glendale Valley with a terminus in Verdugo cañon; another ran to Pasadena and on to Altadena at the foot of the Sierra Madre mountains; a third, which was at that time merely a projected line, ran to Long Beach and East San Pedro.

The chief movers in the enterprise were R. C. Kerens, Geo. E. Leighton and Geo. B. Leighton and B. F. Hobart. At that time no doubt was entertained that the government would presently undertake the improvement of San Pedro harbor on a considerable scale, and that the ocean commerce of this region would center at that point. Whenever this work should advance to a point where large railway development would prove practicable for Los Angeles, the projectors of the Terminal were confident that a connection could be secured through to Salt Lake, and that their line would become available for terminal facilities in Los Angeles and for a route between the city and tide-water. Unfortunately, a contest developed between the engineering department of the government, which had selected San Pedro as the proper site for the harbor, and certain transportation interests on the Coast, the latter favoring Santa Monica; and for a period of some eight years all harbor development was hung up. It therefore became necessary for the Terminal to defer its Salt Lake plans, and to become for the time purely a local enterprise.

As a means of sea-shore and mountain travel, it has achieved great popularity. There is one ocean resort, Terminal Island, which can be reached only by the Terminal road, and it is one of the most popular and most beautifully improved beaches to be found anywhere in California. It has an advantage which no other resort along the Los Angeles county coast enjoys, of surf bathing on the one side and still-water bathing on the other, for the Island lies in an arm of the bay. The town of Long Beach is a favorite summer resort, and is a prosperous, growing place. The Glendale line runs to beautiful picnic grounds, and into a fine orange district. The Pasadena line conducts the visitor to Millard's Cañon, Devil's Gate and Lincoln Park. The surf line connects at East San Pedro with the boats for Catalina Island, and through summer and winter many thousand visitors are carried down to embark for that famous resort. In short, is is quite impossible for the visitor to Los Angeles to properly see and enjoy the country about the city without taking a trip over the Terminal Railway.

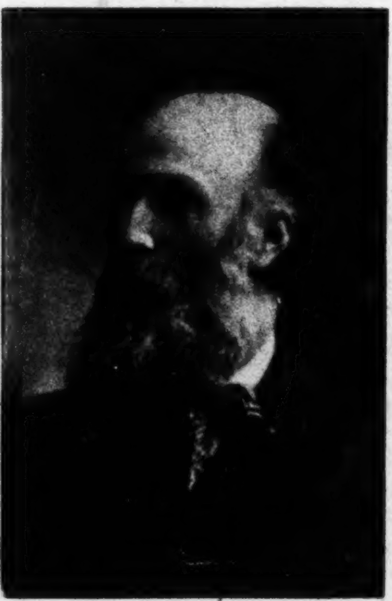
The general manager of the Terminal Road is Mr. F. K. Rule, formerly of St. Louis, who is a director of the Chamber of Commerce, and who served one year as president of La Fiesta. The vice-president and attorney of the road is Mr. T. E. Gibbon, who led the fight for a harbor at San Pedro and has been active in all forms of public work. The assistant general manager is T. C. Peck, a well-known railway man.

The company's general offices and depot are on the east side of the First street bridge. Its up-town office is at 214 S. Spring street.

G. W. BURTON.

George Ward Burton was born near Dublin, Ireland, in 1839. The stock was almost pure Saxon, having been part of the great middle class which made the revolution and set up the Commonwealth. The ancestors of the family came to Ireland as part of Ireton's army. But there is a strain of Celtic blood in the family.

The subject of this sketch came to America in 1852 when not quite twelve years old. His education was obtained almost entirely at Racine College in Wisconsin when Dr. James de Koven was president of that institution, and he taught some years in the College grammar school



In 1866, having just married the second daughter of the late William S. Cox, originally of Philadelphia, then of St. Paul, owing to the very ill health both of himself and wife, he came to California.

For twelve years, first in San Mateo county, then in Los Angeles, and later in Portland, Oregon, G. W. Burton engaged in conducting, on his own behalf, classical schools of such high grade as successfully fitted boys to enter nearly all of the Eastern universities

In 1878, tiring of the responsibilities of boarding-schools, he moved to San Francisco and entered into newspaper business. By accident, rather than choice, his work fell into the details closely related to the business world.

For two years, 1880 to 1882, he engaged in farming, having, with a partner, purchased a half interest in the ranch of the late Volney E. Howard, at San Gabriel. Selling this land at a profit in 1883 he went back to newspaper work, taking employment on the Evening Express in this city. A year later he formed what is now the Los Angeles Printing Company in this city, and the next year took employment on the Herald under the late James J. Ayers and Joseph D. Lynch. For five years he performed at times all the duties connected with the paper in the business department, in reporting, and in editing the journal.

In 1892 he purchased the Grocer and Country Merchant in San Francisco which he conducted successfully for three years, when the failing health of Mrs. Burton made it necessary that he return to Los Angeles. Here he purchased the Commercial Bulletin which he still owns and conducts, doing a good deal of work for some of the dailies.

G. W. Burton was a Democrat in politics until 1896 when he saw it to be his duty as a good citizen to oppose the Chicago platform. He offered his services as speaker to the Republican Committee.

I. N. VAN NUYS.

As the name indicates, Mr. Van Nuys is of Hollandish extraction. The family came over in 1790, and the member from whom Mr. Van Nuys is descended found a home in Livingston county, New York, and became a farmer.

Mr. Van Nuys was born in 1835, and as soon as his education was finished he went to work on his father's farm. In 1865, when he was thirty years of age he came to California by way of Panama, and settled in Napa county, where he opened a general merchandise store. He presently acquired an interest in a large tract of land in the San Fernando Valley, and in 1874 he took up his residence in Los Angeles, and a year or two later began to grow wheat on his ranch on a large scale.

Up to that time, very little grain of any kind had been grown in Southern California. The country was chiefly given up to grazing, and there was a theory among the older residents that the rainfall was insufficient to secure crops. Several Los Angeles people urged Mr. Van Nuys to try his experiment on a small scale, so that its failure would not serve to injure the country. It was a success, however, and in 1876 two ships were laden with the San Fernando wheat to be sent to foreign ports.

Mr. Van Nuys' partner in this and other enterprsies was Mr. Lankershim, the father of J. B. Lankershim and of Mrs. Van Nuys. In 1878 the firm built a flouring mill, which was practically a pioneer in that line of industry—on any considerable scale at least—in Southern California. This mill supplied almost the entire local demand for a number of years, and flour was shipped from it into Arizona and all the surrounding country. It was destroyed by fire in 1899, and has not yet been rebuilt.

Mr. Van Nuys is the owner of considerable property in the city and country. The most notable construction bearing his name is the Van Nuys Hotel, which is one of the most beautiful hotel buildings in the West. He has been a director in the Chamber of Commerce, and has been active and liberal in public work and in charitable matters. He is a director in the Farmers and Merchants Bank. His family consists of three young people, two daughters and a son.

THE BOSTON STORE.

In 1883, J. W. Robinson, formerly a dry-goods merchant at Brockton, Massachusetts, in the vicinity of Boston, founded a large dry-goods store in Los Angeles, on N. Spring street, near Temple. This he named the Boston Store, in honor of the famous city of his native State. After the establishment had existed about four years, it moved to the middle of the block opposite the old Courthouse site, the present location of the Bullard block. Here it was domiciled eight years, and grew to be the largest dry-goods house in Southern California.

Mr. Robinson, the founder of the house, was an active, public-spirited man, and was among the original projectors of the Chamber of Commerce. He was for a number of years a member of the Board of Directors of the Agricultural Association, and took an active hand in the management of the County Fairs. His death, which occurred about ten years ago, left a considerable vacancy in the ranks of those who were at work for the public welfare.

In 1895 the Boston Store moved to its present quarters in the beautiful and commodious building, which it owns, and which it erected for its own use, on Broadway, between Second and Third streets. It was almost the first retail establishment to go over to Broadway, and some apprehension was felt by its friends and patrons lest it had put itself out of the line of trade. Experience has shown, however, that an establishment like the Boston Store holds its business on the merit of its goods and the excellence of its system of management rather than on its location, and it gained from the first in its change of quarters. The store was at this time under the management of Mr. C. W. R. Ford, who had married Mrs. J. W. Robinson, a popular man, active in public work, whose death in 1896 caused great sorrow in his wide circle of friends.

Four floors and a basement of this building, 60 x 160 feet, are occupied by the various departments of this store. On the first floor are dress goods, fancy goods, wash goods and domestics; on the second floor are cloaks, suits, underwear, draperies and art goods; on the third floor is the wholesale department and dressmaking establishment; and on the fourth floor are the work rooms. In all departments the stock is complete and thoroughly reliable.

A characteristic feature of the Boston Store is its liberality toward its employes. Not only have they always been well paid and well treated, but on the first of this year a voluntary raise was made, averaging nearly ten per cent, by the allowance of commissions on sales.

The president of the company and manager of the store is Mr. Jacob M. Schneider, who has been with the establishment since 1896, having come to this city from San Francisco. The secretary and treasurer of the company is Mr. H. W. Whitmarsh, a Massachusetts man, who has been with the store since 1887. Mr. Schneider served several years on the general committee of La Fiesta, and both he and Mr. Whitmarsh are always ready to do their share of public work.

THE CALIFORNIA BANK.

In the year 1887, when the present business thoroughfare of Broadway was lined with residences and was known by the name of Fort street, ground was broken on the corner of Second street for the erection of a four-story stone and brick structure, which was the pioneer of all the development that has since come to that neighborhood. This building, which not only as to location, but also in style and size, was well in advance of its time, was owned and occupied by a new banking corporation founded by the Witmer Bros. and W. S. Newhall and others.

The first president of the bank was W. S, Newhall, who was presently succeeded by H. C. Witmer. The latter was one of the founders of the Chamber of Commerce, and his liberal assistance to that enterprise, at its very beginning, helped it over various rough places where it might otherwise have fallen into disaster. The first president of the Chamber, Major E. W. Jones, was a director of the California Bank, and is a director at the present time. Two members of the present directory of the Chamber are also directors of the California Bank, towit, Homer Laughlin and I. B. Newton. The other bank directors are, W. F. Botsford, R. F Lotspeich, W. H. Burnham, W. S. Newhall, and H. C. Witmer. G. W. Hughes, who was vice-president of the bank and a director, died recently, full of years and honor.

H. C. Witmer was succeeded in the presidency by J. Frankenfield, who was for a time president of the city council, and he was followed by S. J. Lewis, and he by W. F. Botsford, who is now president. Mr. Botsford came to Los Angeles from Port Huron, Michigan, where he was a large grain dealer and shipper, and was a considerable factor in lake transportation matters. He is a man of large means and wide business experience, and while devoting most of his time and attention to the bank, he is identified with a variety of other important enterprises.

J. G. Mossin, the cashier, is a gentleman of wide acquaintance and great personal popularity, and has assisted in public work with effective results. He is now a member of the Board of Education of Los Angeles. The assistant cashier is Mr. T. W. Phelps, an experienced banking man.

The bank is now making some extensive improvements in the building which it owns and occupies, and will use the store room adjoining its present quarters for one of the most complete and convenient arrangements of safety deposit vaults to be found on the Coast.

The bank issues the following statement for December 30, 1899:

RESOURCES.		
Loans and Discounts		$694,263.79
Bank building, vaults and fixtures		100,000.00
Stocks, bonds and other assets		91,086.27
Real estate in Los Angeles and Riverside counties,		22,436.36
Cash on hand	$220,993.64	
Due from banks	252,551.43	473,485,07
		$1,381,271.49
LIABILITIES.		
Capital stock		$250,000.00
Surplus		22,000.00
Undivided profits		7,635.21
Dividends unpaid		5,682.50
Due depositors		1,095,953.78
		$1,381,271.49

December 31, 1897, the deposits were $416,587.44; December 31, 1898, they were $724,825,23; and December 30, 1899, they were $1,095,953.78; and since then they have gained about a quarter of a million.

GEORGE W. PARSONS.

George Whitwell Parsons was born in Washington, D.C., of revolutionary stock, his great grandfather's gravestone bearing the inscription, "Capt. Josiah Parsons, a patriot of Bunker Hill."

After a business training in New York city he removed in 1880 to Tombstone, Arizona, which was then just coming into prominence as a mining center, and for seven years he was one of the controlling spirits in the interest of law and order, and was one of the "Council of Ten," which was the earliest vigilance committee of the camp. In this capacity he was engaged in many fierce conflicts with the hostile Apache Indians of that region.

Removing to Los Angeles in 1887, he was immediately identified with the progressive interests of the city, as represented by the Chamber of Commerce, of which he became a member and was soon elected a director. He served on the Board through two terms as chairman of the Committee on Mines and one term as chairman of the Committee on Railroads and Transportation.

In 1894 he secured the passage of resolutions calling upon the State Mining Bureau to investigate the oil development possible in Los Angeles, and, as a consequence, an expert was put at work in the field for a number of years, to the considerable benefit of the industry.

In that same year he was sent by the Chamber as a delegate to the Trans-Mississippi Congress in St. Louis, where he secured the passage of resolutions in favor of San Pedro harbor. He was an active worker in the Free Harbor League for the cause which that organization advocated, and also in the League for Better City Government. His effective service in behalf of the cent-a-pound duty on oranges was recognized in the great banquet held at Riverside, when that victory was achieved.

At the request of the Directors of the Chamber he was appointed by the Governor to represent California as Vice-President of the Trans-Mississippi Exposition held at Omaha in 1898, and he was instrumental in securing the excellent exhibit which went from this section of the State.

Mr. Parsons is a member of the Sunset Club and of the Academy of Sciences, and a director and ex-vice-president of the Y. M. C. A. His business deals chiefly with land and mining enterprises.

NATHAN COLE, JR.

The section known as Antelope Valley constitutes about one-fourth of the total area of Los Angeles County, and it possesses agricultural advantages that are as yet but faintly comprehended. Like many other parts of California it was until recently regarded as desert; and indeed, its appearance from the car window was so uninviting that one could not but admire the courage of the man who should undertake its development. But there was a rich soil, a climate which for agricultural purposes (citrus fruit excepted) was the equal of that of the San Gabriel Valley, and plenty of water except, perhaps, in seasons of extraordinary dryness, when all Southern California suffers. In short, the conditions of successful agriculture were there; and it needed only that some one with unusual courage and sufficient capital should undertake its development, for marvelous results to follow.

Alpine Reservoir, Antelope Valley.

In the minds of the people of Los Angeles the name of Nathan Cole, Jr., is intimately identified with the remarkable transformation that is under way in the southern part of the Valley. His career is an interesting one. The son and namesake of a St. Louis banker, he came to Los Angeles in 1881, being then barely of age. His purpose was to found a newspaper, and as the journal which he established was none other than the Los Angeles Times, it must be admitted that he laid a large cornerstone. He sold the Times after a brief period of editorship, and for the space of four years engaged in newspaper enterprises in Portland and St. Paul, returning to Los Angeles in 1886, and for a short time was one of the editors of the Tribune. Afterward he undertook the construction of the system of railway now known as the Terminal, and was instrumental in interesting in that project the St. Louis gentlemen who now own that property.

In 1889, with associates, he acquired a large tract of land in the Antelope

Valley east of Palmdale, and began its development. The presence of wild almonds growing in that vicinity, and the similarity of its climate to that of foreign countries where the almond is successfully cultivated, convinced him that his lands were peculiarily adapted to that profitable variety of nut, and he organized the Terra Bonita Colony to carry out this design. At the present time 2,500 acres are in orchard, a large part in almonds and the remainder in deciduous fruits. A great natural basin six miles in circumferance near Palmdale has been converted into a reservoir, the second in size in Southern California, and nine miles of canal have been constructed. Enough water can be impounded by this system to irrigate, in seasons of average rainfall, an area of 25,000 acres.

In these Antelope Valley enterprises fully a million dollars have been expended, but this is only the beginning of the work. The next step will be the construction of a sugar factory, for which arrangements are very nearly completed. The deep rich soil of the valley is admirably adapted to the growing of beets, and no difficulty will be experienced in bringing thousands of settlers upon the land when the enterprise is ready to start into operation. The rapid growth which has occurred at Chino and Oxnard and Alamitos is likely soon to be paralleled in the Antelope Valley.

Mr. Cole's exceptional faculty for organization has made him a power in the political party with which he is identified. Although he had always been a Republican, his devotion to the doctrine of the free coinage of silver led him to the support of Mr. Bryan's candidacy in 1896, and he did effective service in that campaign. He is now a member of the National Executive Committee of the Silver Republican National organization, his colleagues being such men as Charles A. Towne, Senator Teller, Senator Dubois, Congressman Hartman and Congressman Stafroth.

Mr. Cole is forty years of age; he was married in 1881 to Mary Corbett of San Jose and has three daughters, the eldest being in her eighteenth year. He has resided on Pasadena avenue, East Los Angeles, for the past thirteen years.

WILL A. HARRIS, ESQ.

Will A. Harris was born in Tennessee in 1854, and he comes of sturdy revolutionary stock, and passed his childhood on one of the great plantations of the South. While the boy was little more than a child, his father, A. G. Harris, Esq., entered the Confederate service as a Lieutenant, and at the end of the Civil War was Colonel of his regiment.

Through all the trying days of that great struggle the boy was kept at his books, and at the early age of 19 had obtained his education at the Cumberland University at Lebanon, in his native State; had studied law and had been admitted to practice before the State Supreme Court. His law practice was mostly at Memphis up to 1875, when Mr. Harris removed to California, settling at San Bernardino, where he practiced until 1893. In 1877 he was elected district attorney of the county, and served the public with distinguished ability.

During his residence in San Bernardino Mr. Harris married Miss Nettie Allen, a young lady native of Ohio, whose family had removed to California.

In 1893 Will A. Harris sought a broader field for the exercise of his legal talents in Los Angeles. During the seven years of his residence here he has been connected with a great many cases involving very large interests.

To look at Mr. Harris as he is today, the embodiment of stalwart manhood, one would not dream that ill-health had ever fallen to his lot. Yet loss of health in his early manhood caused him to spend some years roughing it in Indian Territory and Texas, where outdoor occupations soon restored the pristine vigor of a noteworthy good constitution. In these years he gained that self-reliance and courage in difficult situations that mark the frontier men of America. His courage has many times been tested and never found wanting. He wears on his breast at times the "Life Saving Gold Medal" conferred upon him by the Treasurer of the United States. This he won for remarkable daring in plunging into the surf near San Diego and bringing to land a young man who was being carried rapidly out to sea in the presence of his father and sister.

W. A. Harris.

In his law practice Mr. Harris has been noted for his versatile ability. The cases he has been prominent in here involved those where criminals had to be prosecuted, and where those charged with crime had to be defended. They embraced civil cases where very large mining interests were involved. He has also conducted cases where the principles of the Interstate Commerce Act had to be probed to the bottom. He is now the attorney for several large corporations, including banking institutions.

In politics Will A. Harris was a consistent Democrat of the old school up to 1896, when the peculiar heresies of the Chicago platform drove him out of the party. In that year he made the first sound money address heard in Los Angeles, and during the campaign made more than a score of ringing addresses, which made many votes for the Republican ticket.

W. H. HOLABIRD.

William H. Holabird is a Vermonter by birth, his ancestors having been pioneers of that State. Shortly after graduation from Williston Academy he enlisted as a private in the 12th regiment of Vermont Volunteers, and having served out his enlistment and seen much active service in the earlier part of the Civil War, he reënlisted, this time as a fireman in the navy. He was assigned to the monitor Monadnock, and was engaged in the great naval battle of Fort Fisher. After the first engagement he was promoted from first-class fireman to acting assistant paymaster, resigned in 1865.

Mr. Holabird's railway work began on the Grand Rapids and Indiana railroad in 1875. In 1880 he became connected with the Atchison, Topeka and Santa Fé road, and was with that pioneer of Southern California progress for six years. He finally located at San Diego, as general agent for the Coronado Beach Co. in 1885.

W. H. Holabird.

Since his residence in Southern California Mr. Holabird has been connected with a number of different enterprises, all of which have had to do with the development of the region. He has directly and indirectly been the cause of a great amount of capital coming into this section of the State, and several enterprises of great importance owe their origin to him.

In 1897 he laid before W. A. Clark, of Montana, a proposition to purchase a great tract of land known as the Cerritos rancho, which lies about twenty miles south of Los Angeles, near which the Alamitos sugar factory, owned by the Clark Brothers, is located. The sale was effected through Mr. Holabird, as was also the sale of the Santa Ana and Newport Railway, the two transactions involving nearly a million dollars.

Mr. Holabird's large experience with California interests, and his extensive acquaintance among railway men and capitalists, has made it possible for him to bring the opportunity and the man who is prepared to make use of it together in many instances. The value to any region of such services is difficult to estimate.

He is naturally a profound believer in Southern California, and in the future of the whole Pacific Coast. He is always ready to demonstrate his belief that San Francisco will some day be the third city of the continent, with Los Angeles not far behind, and his favorite sentiment on Southern California is that it is "the finest place in the world for young men to grow old in and for old men to grow young in."

LOS ANGELES NATIONAL BANK.

The Los Angeles National Bank was organized in 1883. The following figures taken from a sworn report to the comptroller of the currency at the close of business, February 13, 1900, shows the strength of the bank.

RESOURCES.

Loans and Discounts	$	970,999 21
Overdrafts		4,232 99
*U. S. Bonds and Premium thereon		709.227 39
Stocks, Securities, etc		120 894 09
Banking House and Fixtures		168,000 00
Other Real Estate		11,230 10
Five per cent. Redemption Fund		22,500 00
Cash and Sight Exchange		728,059 37
		$2,735,143 15

LIABILITIES.

Capital Stock	$	300,000 00
Surplus and Profits		78,881 94
Circulation		375,200 00
Deposits		1,781,061 21
		$2,735,143 15

The bank holds $65,000 of its own circulating notes in addition, which do not appear in this statement.

The bank has been very fortunate of late in two respects. A year and a half ago, W. C. Patterson was elected president and W. D. Woolwine cashier of the bank. In these 18 months, under the new management, the deposits increased $550,000, and the value of the stock $25 per share. The second favorable circumstance was that in the exchange of United States bonds under the new Currency Act; the bank gets $50,000 additional money in circulation, and $75 500 in premiums, of which $30,500 is clear profit to the stockholders, the amount at which the bonds are carried being that amount less than premiums received.

At the end of April the standing of the institution is somewhat different from what it was in February. The surplus and undivided profits are $75,000, and the United States bonds held by the bank are $662,000.

The net profits of the bank last year amounted to $9,850, after paying a seven per cent dividend to the stockholders. This was an increase of $7,350 over the record of the previous year.

The bank has a very large list of correspondents among the country banks, and is well equipped to handle collections with great dispatch.

The Los Angeles National Bank is a United States depositary.

The directors and officers of the bank are: W. C. Patterson, president; P. M. Green, vice-president; W. D. Woolwine, cashier; and W. C. Brown, R. L. Craig, Frank P. Flint, Jno. R. Haynes, L. C. McKeeby, and Wm. M. Van Dyke. E. W. Coe is assistant cashier.

These names represent financial strength in this community, and the high character of the men is an added guarantee of safety.

A circular issued by the management says: The Los Angeles National Bank has the largest capital of any national bank in Southern California. As to location, it is more desirably situated than any bank in Los Angeles.

Its stock is perhaps more widely distributed than that of any other banking institution in the city. This fact is an element of stability, in that it insures a large number of interested friends and partisans, and it precludes the possibility of any one person, or even a very few persons, having control and using the bank for selfish purposes.

---

* Present market value, $757,417.[illegible]—Profit, $[illegible].

BRADNER WELLS LEE.

On his mother's side Mr. Lee is a descendant of Hugh Welles (1590), who was one of the first settlers of Hartford, Conn., and on his father's side from Nathaniel Lee (1695), who settled at Fishkill, New York, in 1725. The eldest son of Nathaniel Lee served with distinction as an officer in the Revolutionary War and his grandsons held commissions as officers in the war of 1812. Bradner W. was born at East Groveland, Livingston county, New York, May 4th, 1850. His father was David Richard Lee (born 1815), and his mother Elizabeth Northrum Wells Lee.

He began his study of the law in 1871, in the office of his uncle, G. Wiley Wells, who was United States District Attorney for the Northern District of Mississippi. Removing to Los Angeles in 1879, he was admitted to the bar of the Supreme Court of this State, and became a partner in the firm of Brunson, Wells & Lee. The offices were in the Baker Block. Mr. Lee has retained his membership with the firm through a variety of changes in its name down to the present time, a period of 20 years. It is now known as Works & Lee, and has offices in the Henne block, Mr. Lee's partner being Hon. John D. Works, late associate Justice of the Supreme Court of California. The library in use by the firm which was collected and is owned by Col. Wells, consists of over 6000 volumes, and is one of the most complete private law libraries in the State. The firm has had a leading position for many years in the State and has participated in much of the heavy litigation of this region. Mr. Lee has given especial study and attention to probate and corporation work. Although never an applicant for office, Mr. Lee has taken a good deal of interest in politics, serving as chairman of the Republican County Committee in 1896 and again in 1898.

He was chosen by the Legislature of 1897 as one of the trustees of the State Library. He is a member of the Law Committee of the Chamber of Commerce; a Director of the California Society of the Sons of the Revolution; a charter member of the Society of Colonial Wars in the State of California, and of the Military Order of Foreign Wars of the United States; and a member of the Jonathan Club and the Mystic Shrine.

Mr. Lee was married at Philadelphia in 1883, to Helena Farrar. They have two children, Bradner Wells Lee, Jr., and Kenyon Farrar Lee.

M. H. SHERMAN.—E. P. CLARK.

M. H. Sherman was born in West Rupert, Bennington county, Vermont, in 1854. Having acquired a liberal education, in the early seventies he came to Arizona at the solicitation of Governor A. P. K. Safford, to take up the work of public instruction at Prescott, then the capital of the Territory. When Gen. John C. Fremont became governor, he appointed Sherman superintendent of public instruction, and he was elected by the people to the same office. He organized the school system of Arizona on a basis so broad and firm that it is in operation to this day in the same form.

M. H. SHERMAN
E. P. CLARK

Feeling that his work in this line was accomplished, he went to Phoenix and organized the Valley Bank, being elected the first president.

During his of residence in Arizona he served three terms as adjutant general.

In 1889 General Sherman came to Los Angeles where he organized the Consolidated Electric Railway Company, controlling the great street car system of the city.

Gen. Sherman was president of the Consolidated Electric Railway during all the years of his connection therewith. Subsequently he, with his brother-in-law, Mr. E. P. Clark, built the electric line between Los Angeles and Pasadena; also the lines between Los Angeles and Santa Monica, making what at that time was the longest electric railroad in the world, extending as it did from the "mountains to the sea."

Gen. Sherman married the daughter of R. H. Pratt, a distinguished citizen of San Francisco, and their home is made bright by the presence of three children, Robert, Hazeltine and Lucy.

Hon. E. P. Clark, president of the Los Angeles and Pacific Railroad Company, was born in Iowa about fifty years ago. He received a liberal education in Iowa College at Grinnell in that State. He came to Arizona in 1874, where he engaged in mercantile business, later going into the lumber business on a large scale. He served that commonwealth well, holding the important office of comptroller several terms. He joined his brother-in-law in building the Consolidated Electric Railway system of Los Angeles, and was its vice-president and general manager for many years.

The building of the Pasadena and Santa Monica lines were their next move. It was due largely to Mr. Clark's advice and persistence that these were undertaken and pushed through to completion. His constant, untiring and undivided attention was given to the enterprises, to which fact their unusual success is largely due.

Since its organization Mr. Clark has been the president of the Los Angeles Pacific Railroad.

Mr. Clark married Miss Lucy H. Sherman, and they with their three bright daughters and son form one of the most interesting of families.

J. M. Miller.

W. A. Kelsey.

THE EVENING EXPRESS.

Within the last six or eight years the evening newspaper, which was formerly regarded as a mere adjunct of the morning publication, has made a place for itself, and in many cities has gone beyond its morning rivals in circulation and business. The margin of three hours in time between the Pacific and Atlantic coasts gives to the evening papers of this State an opportunity which some of them—notably the Los Angeles *Express*—are turning to the best advantage.

The *Express* was founded in 1871, and is the oldest paper in Los Angeles, and one of the oldest in the State. It was for many years under the control and management of H. Z. Osborne, widely known as a newspaper man and an active worker in Republican politics. In February of this year the paper was purchased by a syndicate containing W. A. Kelsey, R. G. Beebe, W. F. Botsford, E. B. Haskell and J. M. Miller, and reorganized with J. B. Abell as business manager. Mr. Kelsey is the general manager of the paper, Judge Miller is the president of the corporation, and Mr. Beebe is secretary and treasurer.

The paper has the full associated press report, publishes eight, ten or twelve pages every week day in two or more editions. It is thoroughly up-to-date in management, and is presently to be equipped with a new plant of enlarged capacity, to meet its increase of circulation. The *Express* is Republican in politics and has a reputation for fair treatment of its opponents, and for always giving the news. Its new owners are men of standing in the community, and of wide business experience. Under their management a great development may be expected. Its offices are located at 225 West Second Street. The editorial rooms are on the third floor of same building.

R. G. Beebe.

W. F. Botsford.

W. E. DUNN, ESQ.

William Ellsworth Dunn was born at Douglass, Michigan, in 1861. He received the rudiments of his education in the public schools of his native town, and then went to the State University at Ann Arbor, an institution noted all over the Central States for its thorough educational work. The law school at this University is particularly noted for the excellent foundation it lays in the law in the minds of the young men who study there.

In 1885 Mr. Dunn came to Los Angeles, where he completed his law studies, although he had been admitted to practice before the courts of Michigan a year before.

The City Attorney, Mr. Charles McFarland, appointed William E. Dunn his assistant, and at the next election Mr. Dunn was elected City Attorney. During his term of office many confiscation suits, in which the municipality was interested, were conducted by Mr. Dunn, and it is very much to his credit as an attorney that in all of them judgment was entered for the city.

At the close of his official term the Southern Pacific Company, and later the Los Angeles Railway Company, a corporation controlling many street car lines of the city, appointed Mr. Dunn as one of their attorneys, and these positions he still holds.

Mr. Dunn has always felt that it is not only a privilege every American citizen enjoys, but a duty he owes his country, to take a lively interest in politics, and he discharges this duty as it appears best to his judgment.

AGRICULTURAL CHEMICAL WORKS.

With the enormous increase in the acreage of citrus fruit that has taken place in Southern California during the past ten years, there has come a considerable demand for fertilizers, particularly those that are qualified to supply the forces of the soil which the growth of the orange exhausts. In recent years a great deal of scientific study and experiment has been devoted to the subject of the rehabilitation of soils, and fertilizers are now manufactured for the definite purpose of replacing the elements that are lacking. In Southern California, where there is a great variety of soils and of climatic conditions, it is especially necessary that the subject should be handled in an intelligent and an expert fashion.

The agricultural Chemical Works, which were established in Los Angeles by S. M. Woodbridge, Ph. D., in 1892, are essentially a scientific concern. Dr. Woodbridge was formerly professor of chemistry in New York University, and before establishing the Agricultural Chemical Works he gave several years of study to soil and climate conditions in Southern California, and no man in the section has a larger or a more expert knowledge than he on those topics. He is also a thorough student of the subject of orange and lemon by-products.

With Dr. Woodbridge are associated in the Agricultural Chemical Works, Chas. Stern who is president of the company, a wine manufacturer whose brands are widely known, and Mr. L. Baruch, formerly with Haas, Baruch & Co., a successful business man. The works are located at 901-7 Macy street, covering about an acre. The output of fertilizer is shipped to all parts of Southern California and the neighboring territory.

THE CUDAHY PACKING COMPANY.

Mr. Michael Cudahy, the prominent Chicago packer, while visiting Los Angeles some ten years ago, had the foresight to appreciate that there was an opening in Los Angeles for a pork and beef packing plant. The fine quality of corn grown in Los Angeles county, and in Southern California generally, was evidence enough that good pork could be raised, and there was no question as to the market for the product.

Mr. Cudahy established a small plant at once, and it has enjoyed a constant growth, through careful business methods, the greatest care being taken to turn out only the best products in their line.

Today the Cudahy Packing Company's plant in Los Angeles is as complete as any of the larger plants at Eastern packing centers, and it manufactures all the staples and by-products in meats of a quality second to none.

The Cudahy Packing Company at Los Angeles employ from 125 to 140 men constantly. They distribute in this locality about $900,000 a year for live stock—a sum which finds its way to the ranchers, and helps in the development of the farming interests of the region. Their yearly pay roll amounts to $100,000, and their products are sold from Mexico to British Columbia.

SECURITY SAVINGS BANK.

The Security Savings Bank was incorporated February 11, 1889, and in the eleven years of its existence it has grown remarkably in every element of strength in itself and of usefulness to the community. The capital stock of the bank is $200,000, and $100,000 has been paid in. By the last statement published it has $50,000 in surplus and undivided profits. At the present time, April, 1900, the deposits amount to $2,050,000. The bank pays four per cent on term deposits and three per cent on ordinary.

The officers of the Security Savings Bank are: J. F Sartori, president; Maurice S. Hellman, vice-president; W. D. Longyear, cashier. Besides these three, the directors are, H. W. Hellman, J. A. Graves, M. L. Fleming, F. O. Johnson, H. J. Fleishman, J. H. Shankland, W. L. Graves and Dr. Henderson Hayward. The other stockholders are, Isaias W. Hellman, Joseph Sartori, R. A. Chapman, Mrs. Mattie L. Shorb, J. Q Hall, Dr. Jos. Kurtz, W. Kleckner, Morgan Everts, Mrs. A. Schwartzchild, H. W. Frank, S. Hellman, Kate A. Kelly, Mrs. Mary Hall, T. Q. Hall, J. M. Snook.

J. F. Sartori has been president of the institution since its incorporation, and Maurice Hellman was one of the original stockholders. Mr. Sartori might well lay claim to being its chief promoter from the beginning, and for years he has been ably seconded by Maurice S. Hellman and W. D. Longyear.

The bank is very conservatively managed. Loans are made only on first mortgages on first-class real estate, the value of which is determined by a committee of five directors. No officer nor employe is allowed to borrow from the bank.

All interest on deposits, if not drawn out, is carried immediately to the credit of the deposits and begins to draw interest at once.

The character of the officers and directors is the best guarantee depositors can have for the safe guarding of their interests, and in this the Security Savings Bank has no superior. The confidence of the public is an established fact as shown in the growth of deposits in ten years.

W. H. HOLMES & CO.

This firm, which transacts a general law, collection, and protective agency business was established in 1884, and consists of W. H. Holmes and F. M. Notman. Mr. Holmes was born in San Francisco in 1859, and for many years prior to coming to Los Angeles managed the collection department of Pickens, Fulton & Co. Immediately after arriving in Los Angeles, in 1884, he established the present agency and took Mr. Notman into partnership. Mr. Holmes still retains the general management of the business. Mr. Notman was born in New York State in 1861. He received his education in Europe, speaking several foreign languages He came to California in 1886. The city collection department is under his personal care and supervision. The firm is a member of the Associated Law and Collection Offices. It is located in rooms 212-13-14 Bullard Block, telephone 965, Telegraph Code, Homeslaw. It has special facilities for collecting all over the world; searches records, begins suits, charges no fee unless successful. All branches of collections are attended to, and special terms are made for collecting monthly accounts. All branches of legal work are given prompt attention; notary in office. The firm refers by permission to the following:

W. H. Holmes
F. M. Notman

Los Angeles, Cal.—First National Bank, California Bank, Board of Trade, Chamber of Commerce, H. Jevne, Los Angeles Furniture Co., J. W. Robinson (Boston Store), W. P. Fuller & Co., Crane Co., Jacoby Bros., Philadelphia Brewery, Haas, Baruch & Co., Blake, Moffitt & Towne, Perry Mill and Lumber Co., Stimson Mill Co., Ganahl Lumber Co., Llewellyn Iron Works, Mathews Implement Co. San Francisco.—A. C. Dietz & Co., Simpson Lumber Co., Louis Taussig & Co. Akron, Ohio.—Whitman & Barnes Mfg. Co. New York.—N. Y. Jewelers Board of Trade. Burlington Iowa.—Chittenden & Eastman. Northport, L. I.—Edward Thompson Company.

MOUNT LOWE RAILWAY.

Located on Mount Lowe, Sierra Madre mountains, Los Angeles county, California.

"The grandest scenic trip on earth!" Pronounced so by travelers from all parts of the world.

Mt Lowe Summit

Outline Mt. Lowe Railway.

Its point of commencement, Altadena, which is reached by the Los Angeles and Pasadena Electric Railway, is a few miles from the city of Pasadena, the "Paradise of the world." The Mount Lowe Railway is purely a scenic one, and is divided into three divisions, all operated by electricity. According to the leading engineering journals it is "a practical miracle of genius and electricity."

The first division, a trolley line, passes through poppy fields, and winds up through cañons until Rubio Cañon is reached, a distance of two and a half miles. This is one of the most picturesque cañons to be found anywhere, and is a popular picnic place, the spacious pavilion affording an excellent floor for dancing.

The second division of the road is the "Great Cable Incline", extending from Rubio, 2200 feet above sea-level, to Echo Mountain, 3500 feet above the sea, a traveling distance of over one half mile, making an ascent of 1300 feet. The regular operating cable is tested to fifteen times its requirements; beside there is a safety cable. The ascent is easy, safety absolute, and the views from Echo Mountain indescribably grand. There lie below you cañons, valleys, cities, beaches, ocean and islands, extending for a distance of 150 miles. The Echo Mountain Chalet (hotel) is located here; also the Lowe Observatory, where Dr. Lewis Swift, the famous astronomer, entertains the guests by observations through the large telescope. Here is found the World's Fair searchlight, the largest in the world—3,000,000 candle power, which is exhibited, throwing its beams of light for fifty miles. The new Casino, or amusement hall, contains one of the finest ball-rooms, and convention halls to be found anywhere; also bowling alleys, shuffle-board, gymnasium, etc. There are croquet grounds, tennis and hand-ball courts.

The third division of the road, called the "Alpine Division", is a trolley line, extending four miles, to Ye Alpine Tavern, 5000 feet above sea-level. It passes through various gorges, cañons, around wonderful loops, through live-oak and pine forests. The Tavern is a unique hostelry, situated among giant pines.

The appointments of the two hotels are excellent, table first-class, and attractions surrounding same innumerable.

Ideal places for health, pleasure and recreation.

Anyone visiting Southern California should not fail to take in "Mount Lowe," for it's "the trip of a life-time."

HON. E. M. ROSS.

Erskine Mayo Ross, was born June 30, 1845, on his father's plantation, at Belpré, Virginia. He was a cadet at the Virginia Military Institute, and subject to military duty the day Virginia seceded from the Union. Although only 16 years old he was made drillmaster to prepare the young recruits for service in the Confederate army.

The war over, E. M. Ross came to Los Angeles in June, 1868, where he studied law, and was soon admitted to the bar, practicing until 1879, when he was elected to the Supreme bench; he drew the short term lot but in 1882 was reëlected for a full term. He resigned in 1886, and formed a partnership with Hon. S. M. White, but this connection lasted only a few weeks when President Cleveland appointed Judge Ross Judge of United States District Court, recently organized for Southern California. This was in January, 1887, when the Judge was not quite 42 years old. He was on the Supreme bench of California at 34.

February 22, 1895, President Cleveland appointed Judge Ross to the United States Circuit Court, he being then a few months short of 50 years old.

Mr Cleveland said to a friend soon after this that he had hardly made an appointment in his two terms in which he had as much satisfaction as in that of Judge Ross.

It is difficult to frame words which contain such a record. A successful lawyer at 25; on the Supreme Bench of the State at 34; reëlected to this high office at 37; appointed to a federal judgeship at 42, and raised to the higher position in this office at 50, is indeed a unique record.

It is a well known fact that the unfortunate quarrel between the late Justice Stephen J. Field and Mr. Cleveland was the sole cause which prevented Judge Ross' elevation to the Supreme bench of the United States.

On the bench Judge Ross has been known as a learned expounder of the law, and as an impartial and fearless dispenser of justice In the railroad strike of 1894 these qualities were conspicuously displayed at a time when a less able lawyer or less intrepid judge might have been swayed by intense popular feeling.

Almost never have Judge Ross' decisions been disturbed by a higher court.

Judge Ross is also one of the most successful horticulturists in the State. His home at Glendale, nine miles from Los Angeles, is noted as one of the most beautiful spots in the country, surrounded by an immense orange grove in perfect cultivation. So well does he understand the details of orange culture that the opinions of few carry so much weight with those engaged in this business.

Judge Ross is married, and has a son now at Paris, as a secretary to the State Commission.

THE LAND OF SUNSHINE.

This characteristic magazine of California and the West was founded in 1894 by a coterie of Los Angeles writers and business men, and was intended in the beginning as a mere local affair. Under the editorship of Mr. Chas. F. Lummis, who took charge of that department of the magazine a year later, it extended its subscription field to all parts of the Union, and its material is gathered from every section of the great West. A league of Western writers has been formed, constituting its stockholders and contributors, among whom the following may be named: David Starr Jordan, president of Stanford University; Theodore H. Hittel, the historian of California; Mary Hallock Foote, author of "The Led Horse Claim"; Margaret Collier Graham, author of "Stories of the Foothills"; Grace Ellery Channing, author of "The Sister of a Saint"; Ella Higginson, author of "A Forest Orchid"; John Vance Cheney, author of "Thistle Drift"; Chas. Warren Stoddard, the Poet of the South Seas; Ina Coolbrith, author of "Songs from the Golden Gate"; Edwin Markham, author of "The Man with the Hoe"; Joaquin Miller, the Poet of the Sierras; Chas. Frederick Holder, author of the "Life of Agassiz"; Constance Goddard Du Bois, author of "The Shield of the Fleur de Lis"; William Keith, the greatest Western painter; Dr. Washington Matthews, ex-president American Folk Lore Society; Dr. Elliott Coues, the Historian of Lewis and Clark; Geo. Parker Winship, the Historian of Coronado's Marches; Frederick Webb Hodge, of the Bureau of Ethnology, Washington; Geo. Hamlin Fitch, literary editor of San Francisco Chronicle; Charlotte Perkins Stetson, author of "In This Our World"; T. S. Van Dyke, author of "The Rod and Gun in California"; Charles A. Keeler, a director of the California Academy of Sciences; Charles Dwight Willard, the story writer, and Louise M. Keeler, Alexander F. Harmer and L. Maynard Dixon, illustrators.

The editor, Mr. Lummis, is one of the best known of the younger school of American writers, the possessor of a unique and powerful style, and an authority of the first rank on the ethnology of the Southwest. Under his editorship the magazine has received such commendation as the following from the best judges of periodical literature:

"A magazine wholly unlike any other published anywhere; charming and entertaining."—*The Dial*, Chicago. "A wealth of good reading."—*The Critic*, New York. "Its lively independence and its genuine learning."—*The Nation*, New York. "Unique in periodical literature."—*San Francisco Chronicle*.

The Land of Sunshine has a paid circulation larger than any other magazine published west of Chicago. It is lavishly illustrated and beautifully printed. Many unusual and valuable premiums are offered to secure new subscribers, particulars of which are furnished on application. The subscription price is one dollar a year. Sample copies ten cents each. Published by the Land of Sunshine Publishing Company, 121½ S. Broadway, Los Angeles, Cal.

H. JEVNE.

One of the show features of Los Angeles, to which the resident proudly conducts his guest from the East, is the grocery store of H. Jevne in the Wilcox block on Spring street.

Until recently it could be said, without question, to be the most beautiful and the most perfectly equipped store of that description in the United States. It was so acknowledged by writers in grocery and other trade journals, and by newspaper correspondents who visited the city. Lately one or two others have been designed that may be compared with it, but which do not surpass it.

This store is a monument to the industry, sagacity, and good taste of the man who built up the business which it harbors. Hans Jevne was born in the great northern peninsula of Europe which has sent to this country so many thousand progressive and successful men. He began the grocery business with his brother, C. Jevne, in Chicago, in 1866, and the splendid success which the great house of C. Jevne & Co. has enjoyed in the metropolis of the Middle West has been reproduced in a degree in the Los Angeles establishment, which bears a similar name but is independent of the other.

H. Jevne came to Los Angeles in 1882, several years before the great "Boom". The store was originally located at 138 North Spring, and in a short time it came to be the leading retail grocery business in Los Angeles and presently included number 136 as well. In 1896 Mr. Jevne moved into the Wilcox block, in the store room 45x160 feet, which was especially designed for his use. The furnishings, which are in polished hardwood, wrought iron and plate glass, were planned throughout by Mr. Jevne himself, and are perfect in their adaptation to the needs of the business, while they are at the same time striking and beautiful in appearance.

In the extent, variety and high grade of excellence of its stock, there are few stores in the United States to be compared with this, a fact which is an evidence not only of the progressiveness of the owner of the business, but also of the select character of the population of Los Angeles which demands goods of this character.

Mr. Jevne does a considerable amount of wholesale business, and has assisted to develop many California products and to push them in the Eastern market. A striking example of the latter is his pure olive oil "La Cresenta," which is making its way all over the country.

Mr. Jevne was for many years a director of the Chamber of Commerce and was one of its founders.

BLAKE, MOFFITT & TOWNE.

The great paper house of Blake, Moffitt & Towne is well known to all who buy paper in Los Angeles and Southern California. Some of the thousands who deal with the house here may not know that it is the oldest of its kind in the State, and one of the very oldest houses in any mercantile line. The firm of Blake, Moffitt & Towne was formed in San Francisco in 1849, and it has been in the paper business continuously ever since. James Moffitt, head of the firm today, organized it half a century ago. For fifty years newspaper men and printers have known Mr. Moffitt, and it is doing no violence to the fact to say that no fair-dealing man has had fault to find with Mr. Moffitt's way of doing business.

In 1884 the local branch was opened, and its business has more than kept pace with the growth of the city and section. The little warehouse on Los Angeles street sixteen years ago and the immense one now with its three floors full to the ceiling with papers of all grades and kinds, are an index of what this community was and what it has grown to be.

The firm has recently purchased a lot 70 feet in frontage by 247 in depth on South Los Angeles street near Third, where excavations are now being made for a large four-story and basement brick structure to accommodate the business of the concern. This will be finished and the business will be housed in it sometime next fall.

The management of the local branch is in charge of E. H. Greppin, an expert paper man, popular with the trade.

THE LOS ANGELES PRINTING COMPANY.

C. K. Walrath.

The Los Angeles Printing Company is one of the oldest printing corporations in Southern California. It was established in Los Angeles in 1882 by San Francisco parties, and was incorporated under its present title in 1886. Its principal stockholders and officers are C. K. Walrath, president; William Wright, vice-president; Fred L. Allen, secretary and treasurer; Dr. Geo. B. Walrath and Mrs. Alice K. Walrath. When first established it was located in the Arcadia Block, on Los Angeles street, but in 1889 was removed to 110 South Broadway, where it remained for ten years. In January, 1900, the office was removed to large and convenient quarters at 232 W. First street.

Though doing all classes of legal and commercial printing, for many years the corporation has made a specialty of wood engraving and show printing, having now one of the largest stocks of wood type on the Pacific Coast, and the only one in Los Angeles. Particular attention is paid to printing muslin banners for fruit shippers, and large posters for billboard advertising. The plant includes five presses, a very large power paper cutter, and an assortment of type ranging from the smallest made up to single letters seven feet long. Among its customers are many of the oldest houses in Los Angeles.

Fred L. Allen.

STATE BANK AND TRUST COMPANY.

This bank was formerly known as the State Loan and Trust Company, and was organized in 1889. It is located in the Bryson Block, Second and Spring. Its officers and directors are, H. J. Woollacott, President; R. H. Howell, first Vice-President; Warren Gillelen, second Vice-President; J. W. A. Off, Cashier; C. C. Allen, L. C. Brand, W. M. Garland, J. A. Muir, B. F. Porter, F. K. Rule, A. W. Ryan. Paid up capital, half a million dollars. Does a general banking business paying interest on time deposits.

Safe deposit boxes are for rent at from $3.00 to $25 per annum.

WADE AND WADE.

Erwin M. and Maner L. Wade, of the firm of Wade and Wade, analytical chemists and assayers, 115½ N. Main street, are sons of Col. E. C. Wade, former United States Marshal of the State of Georgia, and were born at Savannah, Ga., in 1863. In 1883 they acquired with honors the B. E. degree at the University of Georgia, and in 1887 graduated in a special course of chemistry, assaying and mineralogy at the Columbian University, Corcoran Scientific Department, Washington, D. C. In that city for several years they served Uncle Sam in the departments, and received instruction under some of the most eminent scientists in the employ of the government. In 1887 they established in this city, and now have a large business, and the most complete technical laboratory and ore testing works in the Southwest. Their services are constantly required by the various departments of this and other cities. Much of their time has been devoted to mining and metallurgical operations. They are members of the American Chemical Society and other scientific associations, and authors of a popular work on gold metallurgy, which has had wide circulation, and favorable criticism from the leading technical journals of the country. As the chemists of the Agricultural Experiment Section of the Southern California Academy of Sciences, they have issued various bulletins on soil analysis, fertilizers and other subjects.

SHATTUCK, DESMOND & CAMPBELL.

This firm deals in fuel and feed of all kinds. Their establishment is located at Ninth and Alameda streets, the above being a view of the various buildings. One of these is a brick warehouse which is suitable for all forms of storage, and contains specially locked rooms for storage of furniture for parties who are going abroad. The firm is a reliable one having been in business a number of years and possessing the best facilities in every line. The telephone is Main 381.

J. P. TRAFTON, WHOLESALE JEWELRY.

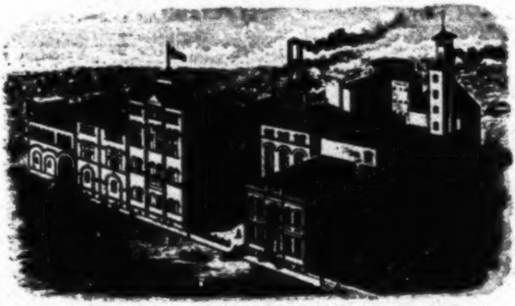
This establishment was founded in 1888 by J. P. Trafton. It occupies about 1000 feet of floor space at 120½ S. Spring street, completely appointed for the thorough sale and display of a large stock of clocks, watches, jewelry, gold and silverware, etc. The territory covered by the house extends throughout the Southwest, where it is everywhere known as a reliable and progressive concern.

P. J. Hummel
J. J. Hummel

HUMMEL BROS.

The brothers P. J. and J. J. Hummel came to California many years ago, and were for a long time residents of Santa Ana. In 1891 they established the employment agency in the Bryson blk., which three years ago was moved to the ground floor of the California Bank bldg. They furnish employment to thousands of working men and women, operating under methods which are free from criticism; their women's department is in charge of members of that sex. Orders are taken by mail or telegraph.

THE MAIER & ZOBELEIN BREWERY.



Joseph Maier and George Zobelein in the year 1875 began the manufacture of beer in the city of Los Angeles. By skill in their enterprise and by scrupulous honesty in their business with the growth of population in Southern California the output of the brewery has increased. So thoroughly popular have they made themselves with the trade that the brewery is the largest on the Coast outside of San Francisco. It is in all respects a modern plant with every latest improvement known in the brewery business.

C. LEONARDT.

An eminent engineering authority has recently declared that this is the "age of Cement." An example of the force of this remark is to be found in a career like that of C. Leonardt, who is by profession a cement expert. He was born in Luedenscherdt, Westphalia, Germany, and studied cement chemistry at Aachen. In 1885 he was called to America to take charge of a cement factory, which was projected in Texas, and from there he came to California in 1887. From that time to the present he has had charge of a large part of the greater cement undertakings, and particularly of those where an expert knowledge of the subject is required.

A list of some of the chief works of which he has had charge is as follows:

Foundations: For Mrs. Severance's sixteen flats, corner Eighth street and Broadway, Los Angeles; for Turn Verein Building, Los Angeles, also concrete basement walls, floors and sidewalks; for German-American Bank, Los Angeles, also concrete basement walls, floors and sidewalks; for warehouse of Cudahy Packing Co., Los Angeles; for Soap Factory, Los Angeles; for buildings for Chino Valley Beet Sugar Co., also all floors and concrete flumes.

Concrete Buildings: Suit's Block at Santa Monica; jail at Bakersfield, with floors, stairs and roof of concrete; engine-room for Santa Monica bath-house; swimming baths for Redondo Bath House Co. and for North Beach Bath House Co. at Santa Monica; reservoirs for Chino Valley Beet Sugar Co. and for Col. Northam at Mirada, Cal.; concrete vats (System Leonardt), for Cudahy Packing Co., Los Angeles; 10,000 square feet of concrete flat arches for Steffens Building for Chino Valley Beet Sugar Company; Court House tunnel; sugar factory, sugar warehouse, large reservoir and outfall sewer from factory to ocean at Oxnard, Cal.; sugar factory at Ames, Nebraska; all the fire-proofing and concrete work for the Homer Laughlin Building, Los Angeles, and Hotel Green, Pasadena.

Mr. Leonardt is now constructing a large beet-sugar factory for the Oxnard Construction Company at Rocky Ford, Colorado. Mr. Leonardt is also interested in other large enterprises in Los Angeles, and is steadily working himself to the front as a highly successful man. His family, comprising Mrs. C. Leonardt, two daughters, Emily and Clara, and son Adolph, are now traveling in Europe, where Mr. Leonardt expects to meet them in June or July and accompany them to the World's Fair.

EDWARD L. DOHENY.

Edward L. Doheny was born in Fon du Lac in the State of Wisconsin in 1856. He attended the public schools of that city until he graduated from the High School in June, 1872. In July, 1872, he came westward to the State of Kansas to take part in the surveying of the United States government lands. In 1873 Mr. Doheny came to New Mexico in the employ of the United States government, and returning to Kansas in 1874, went South into the Indian Territory and assisted in subdividing the Kiowa and Comanche Indian Reservations which lie between the ninety-eighth and the one hundreth meridians, immediately north of Red River on the north boundary of Texas.

In the spring of 1876 Mr. Doheny was seized with the mining fever, and started for the Black Hills. Being prevented from prospecting in that region by the United States government in consequence of the region being still Indian territory, he turned his footsteps toward the great San Juan country in southwestern Colorado. The approach of winter in September of 1876, induced him to seek a more favorable climate for continuing the business in which he had engaged, and in company with three other prospectors—placing all their belongings on the backs of three burros—he crossed the country in a southwesterly direction from Silverton, arriving at Prescott, Arizona, in October of the same year.

For fourteen years Mr. Doheny was engaged in the business of prospecting. The story of his work in that direction would form a part of the history of such districts as the Bradshaw, Cave Creek, Tonto Basin, Globe and Tombstone districts of Arizona, in all of which districts he was a pioneer, and in three of which he was one of the original discoverers. Mr. Doheny also practiced law in the Territory of New Mexico just prior to moving to the State of California in 1890. On his arrival in California he engaged in mining on the desert in San Bernardino county with Mr. C. A. Canfield, an old friend and partner in New Mexico. Mr. J. A. Chanslor was also associated with him in this enterprise.

In 1892 Mr. Doheny, together with Mr. C. A. Canfield, became convinced of the fact that petroleum in large quantities existed and could be developed within the city limits of Los Angeles, and acting upon that belief they investigated the rock exposures throughout the northwestern portion of the city and without the city limits, giving very close scrutiny, especially to those portions of the country where the land might be obtained in acreage quantities. They arrived at the conclusion, however, that the most favorable place for developing good wells was within the area already subdivided into town lots. They secured leases on a considerable amount of territory, and associating Mr. S. Connon with them, on the 4th day of November, 1892, commenced to sink a shaft on a lot which they purchased from Mr. Mason, situated at the corner of Patton and West State streets. The dimensions of this shaft were five feet wide by seven feet long; and it was sunk by them for the double purpose of discovering the course, depth and character of the oil-producing shales from which the oil exuded on the surface, and possibly of the sand from which they expected a considerable production.

Thirty-seven days after commencement this shaft was completed to the depth of one hundred and fifty-five feet, being timbered solid from top to bottom. A hole, drilled to the depth of fifteen feet below the bottom of this shaft developed a little pay streak from which several barrels of oil daily were obtained for a considerable period of time. From that time until December, 1896, Mr. Doheny's entire attention was given to the development and production of oil in the Los Angeles oil field. The total number of wells in which he had an interest and which were drilled under his supervision were sixty-nine, from which was pumped and sold over three hundred and fifty thousand barrels during his ownership in them. A large part of this oil was delivered to, and burned by, the Santa Fé Railway Company under its locomotive boilers, to which use oil had just then been put, through the efforts of Mr. Wade, then General Manager of the Southern California Railway Company.

In January, 1897, Mr. Doheny undertook the development of an oil field in Orange county, under contract with the Southern California Railway Company, with which company he is interested at the present time in said development. The attention of Mr. Wade had been called to this territory by Mr. Doheny, and the officials of that road being convinced that his ideas as to the probable existence of a profitable oil district in that locality were well founded, the work was commenced under his superintendence, which has resulted in the opening up of one of the best oil fields in the State, in which there is now located a nice little village with a well built schoolhouse, having an attendance of over thirty pupils. This village is the terminal point of a branch railroad which was built for the purpose of carrying supplies in and oil out of said district. This district is the well known Santa Fé Oil District.

In May, 1899, Mr. Doheny organized the now well known Petroleum Development Company, whose lands are situated in Kern county about eight miles from Bakersfield, and in San Luis Obispo county near Arroyo Grande. This company is the largest producer and shipper of oil in Kern county, and has a contract to supply the Santa Fé Pacific Railroad Company with all its fuel oil for use under its locomotive boilers. Mr. Doheny is also a large stockholder in the Canfield Oil Company, of which he is vice-president; in the Chanslor Oil Company, of which he is vice-president; in the Doheny Oil Company, of which he is the president; in the San Pablo Oil Company, of which he is president; and in the Water Supply Company, of which he is a director. All of the above companies, except the latter, are holders of valuable oil properties which are in active and profitable operation. The Water Supply Company above named has an extensive plant on Kern river near Bakersfield, and is the sole source of supply for water to the oil developers of that district.

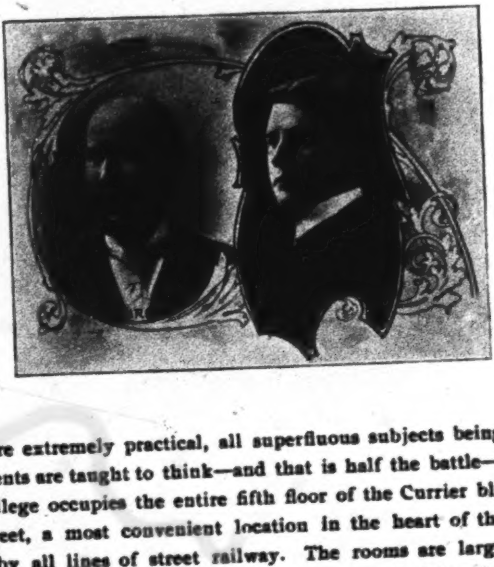
In July, 1899, Mr. Doheny purchased a valuable tract of oil land in Brea Cañon, Orange county, of this State, and together with Daniel Murphy and others, organized the well known Brea Cañon Oil Company. Under Mr. Doheny's management of this company's operations was developed the Brea Cañon well No. 1, one of the best producing oil wells in Southern California.

Associated with Mr. Doheny in nearly all of his enterprises is his old time friend, C. A. Canfield, and his former mining partner, J. A. Chanslor. To his association with these gentlemen Mr. Doheny attributes a large proportion of whatever success he may have attained in the oil business.

LOS ANGELES BUSINESS COLLEGE.

EDUCATION Is a means to an end—that end being success, which brings happiness. To accomplish this an education must be suited to the age, conditions and environments in which we live. This school aims to give to young people the kind of knowledge that will be of use to them, that will enable them to earn an honest living, and become successful in the various fields of activity.

The Commercial and Shorthand courses of the Los Angeles Business College are extremely practical, all superfluous subjects being pared off. The students are taught to think—and that is half the battle—all, in fact.



The college occupies the entire fifth floor of the Currier block, 212 W. Third street, a most convenient location in the heart of the city, and reached by all lines of street railway. The rooms are large, cool and pleasant, well lighted and ventilated, and are reached by elevator. The teachers are practical and experienced, thoroughly in earnest and in love with their work, and do all in their power to help the student along.

School is in session the entire year, and nearly every section of the country is represented among the pupils. Any inquiries about the school and its work are cheerfully answered, and any information of a general character concerning Southern California will be given to those who ask it. A copy of the "California Educator," and circulars of the College will be sent free on application. Parents are invited to call and inspect the institution.

ROBERT N. BULLA.

Two years ago when the Republicans of Los Angeles county met in convention, they resolved by an overwhelming majority to instruct the legislators elected from the county to vote for Robert N. Bulla for the United States Senate. The reasons that actuated their choice were the exceptionally fine record made by Mr. Bulla through three terms of the legislature, his high standing as a man, and the deep personal regard which was entertained for him by the members of the convention. Mr. Bulla was not elected United States Senator, but his conduct through the two sessions of the legislature in which the Senatorship question was handled, and the part which he finally took in assisting the election of another resident of Southern California, was such as to increase his popularity all over this section of the State.

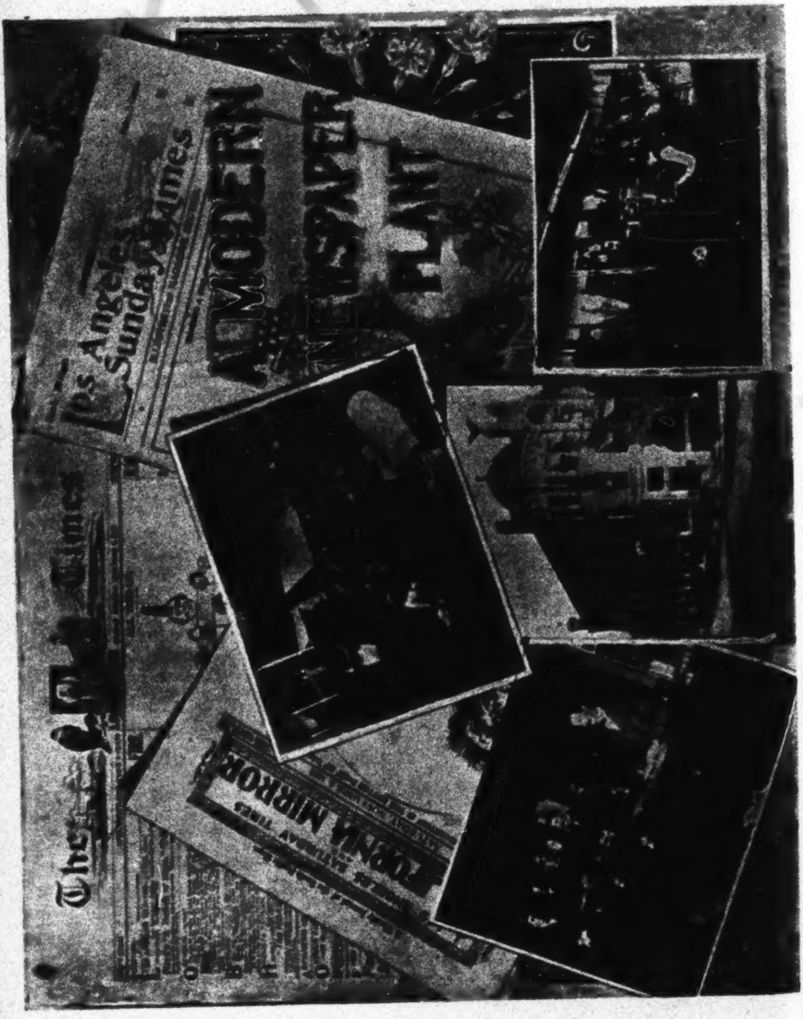
Mr. Bulla was born in Wayne county, Indiana, in 1852. In 1875 he graduated at the National University, Lebanon, Ohio, and afterward studied law and was admitted to the bar at Cincinnati. He came to Los Angeles in 1883, and was for four years connected with the firm of Bicknell & White. In 1888 he formed a partnership with Percy R. Wilson and the firm of Wilson & Bulla now occupy offices in the Wilcox block.

In 1892 a reform movement in the republican ranks in the second ward of Los Angeles put Mr. Bulla forward a candidate for the Assembly, and he was elected, and in 1894 re-elected. In 1896 he was nominated for State Senator by acclamation and was elected by a round majority in a city that went democratic.

Mr. Bulla's service in the Legislature was of exceptional importance, as he was put on working committees, and took an active hand in all the great issues that came up for consideration. He was the author of the bill requiring divorced people to wait a year before marrying again, the delinquent tax law, and of many other important measures.

He was appointed by Governor Markham on the Torrens Land Law Commission, and as a result of his labors the legislature adopted a measure embodying the essential features of that system of land transfers. A similar law was passed in Illinois, and when it was believed unconstitutional, it was remodeled in accordance with the measure prepared by Mr. Bulla. He was appointed a member of the Code Commission by Governor Budd, a Democrat, and did effective service in that important body.

Since his retirement from political life, Mr. Bulla has been able to devote more time to the practice of his profession, and has become identified with various large oil interests.


Los Angeles Sunday Times
A MODERN NEWSPAPER PLANT
The Times
ORNIA MIRROR

E. E. CRANDALL.

E. E. Crandall was born at Augusta, Georgia, August 28, 1854. While a child he removed to Nashville, Tenn., where he attended the public schools, and afterward the Montgomery Bell Academy, at the head of which at that time was General E. Kirby Smith.

At the early age of 18 years Mr, Crandall went into business in Nashville, but soon after removed to St. Louis, where he was in business for the next ten years, and then came to Los Angeles. This was in 1882, and after one years rest Mr. Crandall went into business here, and has been engaged in several important enterprises in the 17 intervening years. His business career has been successful.

But while he has been very much engrossed in his own business, that has never entirely monopolized E. E. Crandall's time. He is a charter member of the Los Angeles Board of Trade, Chamber of Commerce, and Merchants and Manufacturers Association, and gives much time to the public interests in these connections.

Mr. Crandall has always taken a great deal of interest in national and local politics. He does this from no selfish ends, for he not only never has sought a public office, but has always turned a deaf ear to any intimation to accept an office. As he gives time to the public welfare in connection with the civil institutions of the community, so he regards it as a duty to be active in the several organizations of the political party to which he belongs. Mr. Crandall is a Democrat by inheritance, by training and by personal connection. He is generally found in the conventions of his party, and in all the councils thereof his views are received with a very flattering attention, and his opinions are of great weight with his fellow Democrats.

In the very prime of life Mr. Crandall is held to be a very valuable member of society.

ISIDORE B. DOCKWEILER.

While a large majority of the men who are making the history of Los Angeles were residents of some Eastern State, there are not a few of the younger generation who were born in the State that are now rising to prominence, and here and there one appears who is a native of Los Angeles city.

Isidore B. Dockweiler, the attorney, was born in Los Angeles in 1867. He received his education at St. Vincent's College, from which he graduated in 1887.

He began the study of law in the offices of Anderson, Fitzgerald & Anderson, and two years later was admitted to practice before the Supreme Court of the State, and soon after was admitted to practice before the United States Courts. He rapidly rose to prominence in his profession, and has participated in a number of very important cases. He is in partnership with Henry E. Carter, the firm being Dockweiler & Carter. They have offices in the Douglas building.

Mr. Dockweiler is one of those men who believe it to be the duty of every citizen to take some part in politics. He is frequently chosen to represent the section where he lives in city and county conventions, and on several occasions he has been sent to the gathering of his party's representatives throughout the State. He is a Democrat, and was elected chairman of the municipal convention of 1896, over which he presided with impartiality and skill.

Mr. Dockweiler was in March, 1897, appointed a member of the city Library Board by Mayor Snyder and was elected chairman of that body. The library made great progress during that administration, and a number of important reforms were instituted, chief of which was the opening of the shelves to the public. He is now a member of the Board of Trustees of St. Vincents College, and also of the State Normal School of San Diego.

Mr. Dockweiler is married and the father of a considerable family. He is a man of wide acquaintance and of exceptional social popularity.

BYRON ERKENBRECHER.

Byron Erkenbrecher was born in Cincinnati, Ohio, in 1874. He is the youngest son of a most highly esteemed resident of that city, the late Mr. Andrew Erkenbrecher, whose name is inseparably connected with the place in connection with the famed Zoölogical Gardens, in the creation of which he was a prime mover. These gardens were founded in 1876. He was a native of Germany and came to Cincinnati in early life.

Byron Erkenbrecher received a careful education, partly in the public schools and partly in private schools in his native city.

In 1888 he first visited Los Angeles, and so deeply favorable were the impressions made on his mind by this city and Southern California generally, that in 1894 he became a resident of this place where he went into business. About four years ago he took a responsible share in the founding of the Protective Savings Mutual Building and Loan Association of which he has been the vice-president at all times since its organization.

Three years ago Mr. Erkenbrecher married Miss Anna Flora Burkhardt, eldest daughter of Mr. Joseph Burkhardt of this city, one of the prominent capitalists of Los Angeles. Mr. Burkhardt is also a native of Germany.

Mr. Erkenbrecher is active in all the undertakings that go to the upbuilding of the city where he has made his home. He is a member of the Board of Trade, of the Chamber of Commerce, and of the Merchants and Manufacturers Association. He is in the last named organization one of the directors. Byron Erkenbrecher is heavily interested in many important business enterprises, but his love for fine stock, especially horses, affords him a delightful pastime. He dearly enjoys holding the lines over a fast horse or fine team.

CHARLES STERN & SONS.

Probably the oldest manufacturing concern in Southern California is the Stern Winery, which is located on the east side of the Macy street bridge. Charles Stern, Sr., its original founder, was born in Germany and obtained his knowledge of the making of wine on the river Rhine. He came to California in 1854 and entered the employ of Kohler & Kohler, whose winery was located just where the Stern place now is. In 1860 Mr. Stern entered into a partnership with R. F. Perkins, who recently served as postmaster of San Francisco, and the firm began a vigorous campaign to introduce the Southern California product into the Eastern market. They were pioneers in this line of work.

In 1878 L. J. Rose became a partner in the firm, bringing with him the famous Sunny Slope Vineyard. Messrs. Stern and Rose continued the work of making wine for the Eastern market until 1887, when the firm was changed to Charles Stern & Sons, and the Sunny Slope Vineyard passed into the hands of an English syndicate. The house has branches in New York, Boston and Chicago and does a large and prosperous business.

THE LOS ANGELES TRACTION CO.

This company operates twenty-nine miles of double track constructed of 60- and 70-pound rail. There is no transcontinental railroad that has so fine a road-bed. Its cars are large, comfortable and handsome, and the employes are especially trained to courtesy and attention to patrons.

A six-mile division of the Traction system runs from University Station, near the Southwest limits of the city, northeast through the center of the city to the main station of the Santa Fé route. On this division the cars are yellow.

Starting at the Arcade (Southern Pacific) depot, the Westlake division cars, white in color, traverse several important down-town streets and pass Westlake park to the extreme western limits of the city, a distance of five and a half miles.

The run of the green cars is eight and a half miles—from Western avenue and West Adams street northeasterly to Boyle Heights, east of the city proper, skirting Hollenbeck park and Home, and ending at Evergreen cemetery.

The Traction Company's system is independent of any other railway enterprise.

PARMELEE-DOHRMANN CO.

The Parmelee-Dohrmann Co. is located at 232–4 South Spring street and is the leading wholesale and retail dealer in crockery, glassware, platedware, lamps, cut glass, statuary and a complete line of house-furnishing goods, including refrigerators, blueflame and gasoline stoves.

This house does an extensive jobbing business throughout Southern California and Arizona, besides having a large retail and hotel trade, which enables them to buy all lines in very large quantities and ship in carload lots, thus getting bottom prices.

One novel feature of their sales department is the three large art rooms which are constantly open to the public and are always full of beautiful things and objects of interest.

MONROE MARKHAM.

None of the recent comers to Los Angeles have more promptly become indenified with our interests than Monroe Markham. Mr. Markham came here a thoroughly experienced man of business. Born in Bushnell, Illinois, in 1858, he was educated at Knox College, Galesburg, and at the Northwestern University at Evanston. At a very early age he was in the land department of the Burlington Railway Company. He then became traveling passenger agent of the Missouri Pacific Railway at twenty years old. From this place he became the manager of the Minneapolis branch of the Union Publishing House of Chicago. Next he became the Western representative of the Kennedy Biscuit Company of Cuicago, now a branch of the National Biscuit Company whose capital is $55,000,000. In these various positions of great responsibility and of so diverse experience, Mr. Markham gained a very wide and thorough knowledge of business on a large scale.

From this Western field he went to the great American metropolis, New York city, where he engaged in the cloak business, until flattering inducements led him to return to the Union Publishing House of Chicago, taking a half interest in the business, and some time after establishing a branch house in Philadelphia.

At the end of six years, having built up a large business, he sold his interest in the concern to accept a traveling position with the W. B. Conkey Company of Chicago, manufacturers, publishers and importers of books. This concern employs 1500 hands in the establishment at Hammond, Ind. Here Mr. Markham remained until 1898, when the Chicago climate threatening to undermine his health beyond recovery, he sought Los Angeles, where cloudless skies, warm sunshine and balmy air from ten thousand miles of Pacific seas soon restored his pristine vigor. Today he is known as one of the leading members of the Chamber of Commerce, of the Jonathan Club, of the Los Angeles Oil Exchange, of Los Angeles Consistory No. 3, and of Al Malaikah Temple of the Mystic Shrine.

Mr. Markham is also the Secretary of the Uncle Sam Oil Company, a venture in which he was the prime mover, and which is recognized as one of the most successful and promising oil enterprises of Southern California.

At the present time, besides being largely interested in several very promising oil enterprises, Mr. Markham is manifesting a large foresight and active public spirit in promoting a cotton factory on a large scale for Los Angeles, or some point near. He is putting all his energy into the proposed enterprise and is putting himself in communication with good men in the East and here to interest them in what is a most promising local industry.

The awakening Orient with 800,000,000 of people reached through its ports, and the flag of our country firmly planted in the isles of the Pacific, open up a vista of prospective commerce. All this Mr. Markham's eye has been quick to catch, and with his native energy and shrewd forecast of things to come, he is giving a great deal of thought and effort to the carrying out of a great plan.

J. W. FREY.

Mr. Frey was one of the original founders of the Chamber of Commerce, his name appearing among the charter members in another part of this volume. One of the causes that led him to take active part in establishing the Chamber was his firm belief in the doctrine of "patronizing home industry", a belief which he carries out in a practical manner in every branch of his business. He is a manufacturer of mantels at 537–539 S. Broadway, where he has a large establishment fitted out with all the newest appliances and machinery for the production of a high grade article. There are few factories to be found in the State that for thorough equipment are to be compared with that of Mr. Frey. His application of the doctrine of the patronizing of home industry is particularly in the use of California woods, which he finds to be admirably fitted for mantel work, and given the preference over Eastern woods by most of his customers. In the whole course of his manufacture of mantels, he estimates that he has made over ninety per cent of the total of Oregon pine, redwood, sugar pine, yellow pine, and white cedar, while only the remaining ten per cent has been made in oak, cherry, walnut, maple and mahogany.

Mr. Frey has beautiful show-rooms, where the possibilities of these woods worked out into elegant mantels may be inspected by anyone who intends to build or who is interested in the subject.

Mr. Frey was born at Battle Creek, Michigan, in 1846. He came to California from Cleveland, Ohio, in 1883, and started the business on a small scale, which has now grown to such considerable proportions. Like all genuinely successful manufacturing enterprises it has been built up on the broad foundation of the actual merit of the article produced, and its capacity to meet and overcome the competition of the others that are best in that line. Mr. Frey has to compete with the product of the Eastern mantel factory, where labor and material are vastly cheaper, but he does it with success, which is in itself an evidence of the character of his product.

Mr. Frey has been a member of the Chamber of Commerce continuously since its foundation, and was also an active factor in establishing the Merchants and Manufacturers Association. He resides at 1415 Maple avenue.

WELLS CANDY CO.

Lee W. Wells, the president of the company, came to California from Iowa ten years ago. He has been in the candy business for twenty-seven years, and is thoroughly expert in all its branches.

With him is associated his son, E. L. Wells, who has been trained to the business since boyhood. He is secretary of the company.

The business is located at 447 S. Spring street, and it covers the manufacture of candy, ice cream and crystallized fruit. Of the latter business the company makes a specialty, and its product is widely known for a high standard of excellence.

The store is elegantly equipped and has one of the finest soda fountains to be found anywhere in the city.

BROADWAY BANK AND TRUST CO.

The Broadway Bank and Trust Co. is located in the Bradbury Building, in the midst of the new retail district that is springing up on South Broadway. It conducts a general banking business under the management of the following officers: Warren Gillelen, president; Geo. I. Cochran, vice-president; R. W. Kenny, cashier, and the following directors: T. S. Coffin, Chas. H. Howland, W. E. Cummings, Geo. W. Walker, and the officers named above. Additional stockholders are W. W. Beckett, John R. Haynes, Arthur Letts, Fredk. H. Ringe and Geo. Sinsabaugh.

A statement issued by the Broadway Bank, March 25th, 1899, shows:

Resources: Loans and discounts, $176,905.19; Stocks, bonds and warrants, $34.824.26; Real estate, $4,490.56; Furniture, fixtures, etc., $4,221.46; Cash in hand, $15,705 23; Cash in banks, $86,197.41; total resources, $322,344.11. Liabilities as follows: Capital paid up, $30,000; Surplus, $200; Undivided profits, $4,009.37; Deposits, $288,134 74; total, $322,344.11.

Deposits have increased as follows: March 31, 1898, $206,060.25; March 31, 1899, $311,752.24; and March 31, 1900, $414,779.27.

TOURIST FREE INFORMATION BUREAU.

Headquarters for tourists at 207 W. Third street, Los Angeles; managed by C. A. Herbert, a member of the Chamber of Commerce and a resident of California since 1880. Full particulars furnished concerning hotels, rooming-houses, railways, excursions and points of interest in California. Telephone Red 3161. Branch office 950 Fifth street, San Diego.

LA FAYETTE S. PORTER, Mgr. IRVIN AYRES, Vice Prest.

LOS ANGELES METAL WORKS.

This establishment manufactures all kinds of packers' cans, lard pails, tin boxes, etc., and does all sorts of tin, copper and sheet iron work. It is located on the corner of Anderson and Elliott streets. It was incorporated March, 1897, and has now 300 employes. A spur from the Terminal road provides its shipping facilities.

The personnel of the company is as follows: President, Sidney M. Smith, who came to California in 1842, and is of an old Massachusetts family; Irvin Ayers, vice-president, a native of New York who came to California in 1853, and was for a long time a merchant and manufacturer in San Francisco; and La Fayette S. Porter, who came to California in 1882 from Wisconsin, is the general manager of the works.

GERMAN-AMERICAN SAVINGS BANK.

The above bank pays the ruling rate of interest on deposits and loans on approved real estate. It particularly solicits the accounts of children and wage earners, who are accorded as much courtesy as those depositing larger sums. It is located at the corner First and Main streets, Los Angeles, Cal.

THE LAST CALLED STATEMENT SHOWS THE FOLLOWING:

Deposits	$1,163,438 04	Loans	$1,093,022 39
Cash	94,729 37	Total Assets	1,324,270 91

Its officers and directors are as follows: M. N. Avery, president; P. F. Schumacher, cashier; Geo. W. Lichtenberger, assistant cashier; L. W. Blinn and C. N. Flint, vice-presidents; M. N. Avery, C. Brode, E. Eyraud, Dr. Jos. Kurtz, V. Ponet, and H. W. Stoll.

COMPARATIVE STATEMENT OF ASSETS:

January 1, 1897	$ 768,096 28	January 1, 1900	$1,225,169 71
January 1, 1898	834,101 12	March 16, 1900	1,324,270 91
January 1, 1899	941,702 54		

UNION BANK OF SAVINGS.

President, W. S. BARTLETT. Cashier, W. E. McVAY.
Vice-President, J. C. DRAKE. Asst. Cashier, J. F. ANDREWS.

Among the younger banking institutions of this city, one which has during recent years been coming rapidly to the front and making its influence felt, is the Union Bank of Savings, located at 223 S. Spring street.

The following list of its officers includes some of the city's most prominent and substantial business men, J. M. Elliott, R. H. F. Variel, A. E. Pomeroy, J. C. Drake, R. H. Miner, W. E. McVay, W. S. Bartlett.

THOMAS B. CLARK.

Mr. Clark was born in Philadelphia in 1848, the son of William Clark, a wealthy lumber merchant of that city. The Clarks had resided in Philadelphia for several generations, and the mother of Thomas B. came of an old Maryland family.

Mr. Clark received his education at the famous military academy at Westchester, known as Wyer's College. The training was exactly the same as that of West Point. When he was through college his father presented him and his two brothers a ranch of 6400 acres in northern Missouri, and here Mr. Clark lived for five years. He then returned to Philadelphia and was for a time in the lumber business, but in 1879 he came to California. In 1871 he had married at Canton, Missouri, Miss Mary Elizabeth Northcraft, the only daughter of W. H. Northcraft. On coming to California Mr. Clark engaged in business with his father-in-law and his brother-in-law, the title of the firm being Northcrafts & Clark. The line was stoves, tinware, and house furnishings and they were located first on Los Angeles street and afterward for a long period in the Baker block. The firm held the Hall's Safe and Lock business, did a wholesale and retail business in all the above lines, and also a general auction business.

In 1889 the stove and tinware business was closed out and Mr. Clark took the auction business and the agency for the Hall Safes to 232 West First street, where he managed it with good success for eleven years, removing January 1st, 1900, to his present location at 133 South Broadway.

Mr. Clark enjoys the confidence of the authorities, both city and county, and of the commercial bodies, so that practically all official auctions are held under his management. Sales ordered by the Bankruptcy Court or by the Board of Trade are always put in his hands. He is an affable, kindly man with a wide circle of friends. His family consists of one daughter and two sons.

E. T. EARL.

E. T. Earl, the subject of this sketch, is a native of California, born on a fruit ranch, near Red Bluff, California, in 1858. The early years of his life were spent on the fruit farm, except when at school.

At the age of 14 the family moved to Oakland, California, to get the benefit of superior school facilities. The remainder of his education was received at Oakland.

In 1876 Mr. Earl engaged in the business of shipping deciduous fruits to Eastern markets, and has continued in the business during the last 25 years. Mr. Earl is a pioneer fruit shipper, and engaged in the business when it was in its infancy. He has seen it grow from a few hundred cars in 1876 to many thousand cars in 1899. His fruit-shipping business was incorporated in the name of the Earl Fruit Company in 1887, and now has a capital and surplus of $250,000.

The shipping of oranges to Eastern markets from Southern California began in 1885. Mr. Earl was among the first to engage in the shipping of oranges. The Santa Fé completed its road through the Cajon Pass to Riverside in December, 1885, and Mr. Earl shipped the first car of oranges, which was sent out of Riverside, via Santa Fé route, to Eastern markets. This was in January, 1886.

Mr. Earl is not only a pioneer in the shipping of fruits from California, but is also the inventor of the celebrated C. F. X. ventilator-refrigerator car, which has done so much to develop the shipping of green fruits and vegetables from California during the last few years. This ventilator-refrigerator car was invented by Mr. Earl in 1890, and overcame many of the difficulties shippers and growers contended with in getting their fruits to Eastern markets in satisfactory condition.

The C. F. X. car has supplanted all other cars which were in use prior to 1890. The growth of the Continental Fruit Express, which operates C. F. X. ventilator-refrigerator cars, has been phenomenal, and at present there are over 1500 of these cars engaged in the transportation of California fruits and vegetables to Eastern markets. The car line represents an investment of over $1,500,000, completely overshadowing Mr. Earl's investment in the Earl Fruit Company, so that the greater portion of his time is devoted to the car line, and comparatively little to the details of the Earl Fruit Company's business. Mr. Earl is now the only man who has been continuously in the fruit-shipping business for 25 years in California. All others who were engaged in the shipping of California fruits when Mr. Earl began in 1876 have ceased to do business, and many firms which have sprung up since 1876 have gone out of the business, leaving Mr. Earl the pioneer fruit shipper of the State.

ROBERT H. F. VARIEL.

R. H. F. Variel is of Revolutionary stock. The Variels are of Scotch-English blood, and the mother's family (Casey) of Scotch-Irish. The Variels were from New England, the Caseys from Pennsylvania. They married at New Harmony, Indiana, where Robert was born, November 22, 1849, the eldest of five children. When only two and a half years old they crossed the plains to California, and settled on the Yuba river. Here in the mining camps he grew to sturdy manhood, with no schooling but such as the local public schools afforded. Scant as were the opportunities an unquenchable thirst for knowledge led to such mental progress that at eighteen Robert was given a second grade certificate, and after two years of successful school work he won a first grade certificate. For two more years he taught, reading every book that came within his reach. The blood of the early pioneers was in his veins, the blood of those who fought for freedom, and who fought under General Harrison in the frontier Indian wars. Difficulties counted for little.

In 1873 the Republicans of Plumas county nominated the successful young school teacher District Attorney, and although the county was strongly Democratic, he was handsomely elected. At this time his law reading amounted to the Federal and State Constitutions and a pamphlet of thirty-five pages on the school laws of California. But native talent won, and the successful prosecutor and safe adviser was re-elected until he served nine years, and retired against the wishes of his constituents.

R. H. F. Variel.

In 1876 he married Miss Caroline Vogel, a native of Clarence Center, New York, but of German parentage. Mrs. Variel had gained an excellent education mainly by her own endeavor. She, also, taught school, and developed a mental vigor and independence of character very similar to her husband's The fruit of this union is one daughter and two sons, comprising a most interesting family.

In 1879, having been admitted to practice in the State Supreme Court, Mr. Variel entered on a general practice of the law, which continued until 1886, when he was elected a member of its assembly from the Sixth District. His high legal attainments were recognized by placing him at the head of the Judiciary Committee. At this session he successfully championed the cause of the miners in their great contest with those who dwelt on the rivers below the placer mines. He helped materially in passing the Wright irrigation act and still more in the act to endow the State University.

In 1888 Mr. Variel removed to Los Angeles. Here he became associated with Senator Stephen M. White, and several times and for considerable periods handled the whole law business of the office while Mr. White was absent. In this way he soon won a high standing at the bar, a standing which has been strengthened with the passing years.

Since going into business by himself he has enjoyed a large practice in which mining and water rights, the sale of immense tracts of land, and corporation law, have been involved. Many of these cases were of the first magnitude.

R. H. F. Variel's time is not all spent for himself. He gives much time to public interests. In framing a city charter, as president of the bar association, as trustee of the State Normal School, as trustee of the law library, as a member of the Chamber of Commerce, and in many other ways he shows his public spirit.

Mr. Variel is of a marked social turn. He is a member of the Jonathan Club, of the Republican League, of the highest orders of Masonry, including the Mystic Shrine, of which he is high priest and prophet. He is an enthusiastic sportsman, a member of the Creel Club, of the Cerritos Gun Club, the Los Angeles Gun Club, and the Los Angeles Sharpshooters.

He is an excellent raconteur, an interesting public speaker, and not infrequently he "drops into poetry" to the delight of his auditors.

In the very prime of life today at fifty, R. H. F. Variel is an excellent citizen, whose future promises still greater achievement.

WILLIAM J. HUNSAKER.

William Jefferson Hunsaker was born in Contra Costa County in 1855 His parents moved to San Diego in 1869, and he received his schooling in that city, and studied law there under the direction of Major Chase and Chief Justice Baker. He was admitted to practice in 1876, serving as District Attorney of San Diego county 1882 to 1884. In 1892 Mr. Hunsaker removed to Los Angeles and presently became the solicitor for the Santa Fé Railway Company. He is now in general practice, the firm being Hunsaker & Britt, the latter having recently resigned as Supreme Court Commissioner. Among the important cases with which Mr. Hunsaker has been connected are: Injunction cases against the strikers in 1894, Bear Valley foreclosure suit, Golden Cross Mining Company litigation, libel case of Dr. Hearne vs. M. H. DeYoung, Robinson vs. Ivanpah Smelting Company, Southern California Fruit Exchange and Consolidated Forwarding Company against the Southern Pacific and Santa Fé companies before the Inter-state Commerce Commission. Mr. Hunsaker is married and has four children, three daughters and a son.

UNION HIVE AND BOX CO.

At numbers 223 to 233, North Avenue 18, in East Los Angeles, is situated the Union Hive and Box Co.'s factory, an enterprise of considerable magnitude and importance which has been built up "out of nothing" as its owners modestly put it, during the past five years. It is the only thoroughly equipped hive factory on the Pacific Coast, and its business in that line extends from the State of Washington down into Old Mexico. Its box business is a flourishing line of industry, which is, however, naturally limited to this section of the State. The officers of the Company are Arthur H. Raze, president, and Wm. R. Arnold, secretary and treasurer. The former came here several years ago from Chicago, and the latter from San Francisco. The factory also deals in general apiarian supplies.

BRIGGS SPENCE CO.

This firm consists of G. M. Briggs and W. G. Spence. They are shippers of California fruits, with packing-houses in Monrovia, Duarte, Alhambra, Whittier, Aliso, El Modena, Lamanda Park and all principal shipping points. The Los Angeles office is at 328-330 Bradbury blk.; the Chicago office is at 408 Ogden blk., corner of Clark and Lake streets. Their brands are—Orange: Mocker, Southern Queen, Medallion; and Lemon: Mocking Bird, Southern Queen.

HON. EDWIN W. FREEMAN.

Was born October 1st, 1860, at Galesville, Trempeleau county, Wisconsin. His early education was obtained in the common schools and afterward finished at the Galesville University, an institution founded by his uncle, Judge Gale. After securing a good collegiate education, he entered upon the study of law, in the law office of his father, Judge G. Y. Freeman, who at that time had a large general law practice in Northwestern Wisconsin.

In the spring of 1887, after having been admitted to the bar, and desiring to start in the world by himself, he came to this city, and for a time was a clerk in the law office of the late Hon. Judge W. P. Gardiner, but soon went to San Bernardino to clerk in the law office of Hon. Judge H. C. Rolfe, and it was not long before he became a partner, and the firm was known as Rolfe & Freeman.

In 1890 he married Miss Maude Fauver, of La Crosse, Wis., and their first home was in San Bernardino, where they resided until May, 1892, when Mr. Freeman accepted the attorneyship for the South Riverside Land and Water Company, Citizens Bank and Temescal Water Company, and moved to South Riverside, then in San Bernardino county, but now the city of Corona, in Riverside county, and for years he was not only kept busy with their business, but enjoyed a large general practice in that part of Southern California.

In 1894 the county of Riverside was formed from a part of San Bernardino and San Diego counties, and Mr. Freeman was elected to represent the county of Riverside as its first Assemblyman in the Legislature of 1895. While he was attending the Legislature his wife died. She was a lady of fine ability and accomplishments and although young at the time of death was an acknowledged leader in intellectual pursuits.

While in the Legislature Mr. Freeman was always found on the side of those who were steadfastly at work for the best interests of the State, and his vote could be depended upon as against any doubtful or corrupt scheme.

In the spring of 1898 Mr. Freeman accepted the presidency of the Citizens bank at Corona. He had the confidence of the people, and the business of the bank greatly increased under his management. He soon found that the affairs of the bank occupied too much of his time and interfered with his law practice, so that he afterward resigned in order to devote his full time to the practice of law.

In February, 1899, he moved to this city and commenced the practice of law. He is now pleasantly located in the Homer Laughlin bldg, on Broadway, and is enjoying a good practice.

W. R. BACON, ESQ.

Mr. Bacon was born in Miami county, Indiana, in 1859. His father was Francis M. Bacon, a hardwood lumber merchant, who came to Indiana in 1840. The family originally came from Virginia, having descended from the Nathaniel Bacon who led the rebellion against the royal authority in the early history of the Dominion. Mr. Bacon's mother's name was Griswold, and the family came from Massachusetts.

In 1873 Mr. Bacon came to live at Grand Island, Nebraska, and as soon as his education was far enough advanced to admit of his earning a living, he went to work as a surveyor. In such time as he could save, he applied himself to the study of law, and by 1886 he was ready to be admitted to the bar and to begin practice.

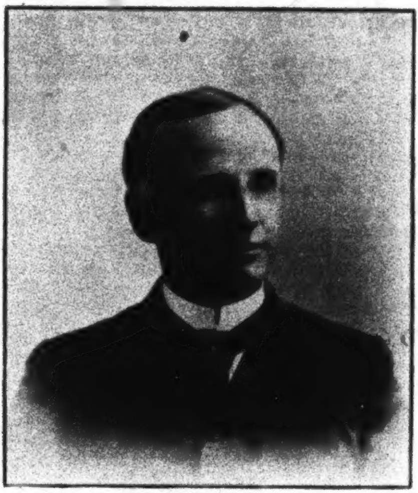
He was soon elected to the office of prosecuting attorney of Hall county, for he had taken some hand in politics and was known as a capable and popular man, and was a member of the State Central Committee. He was active in public matters and shortly before leaving Nebraska he took part in securing the location of the first sugar factory built by the Oxnards at Grand Island.

In 1891 Mr. Bacon came to Los Angeles and began the practice of law in this city. His offices are located in the Bradbury Block. In politics he is a Republican, and he was active during the last State campaign in advocating the candidacy for the United States Senate of Ulysses S. Grant of San Diego. Mr. Bacon is president of the Southern California Historical Society, in the work of which he takes a great deal of interest—an estimable institution which has scarcely received the attention that it merits from the people of Los Angeles.

Mr. Bacon was married in 1882 to Miss Evelyn F. Smith. He has two sons.

KINGSLEY-BARNES AND NEUNER CO., LTD.

In 1885 a partnership was formed between John A. Kingsley and Thomas F. Barnes as commercial printers. Both young and active, they soon built up a business that ranked with the solid institutions of the city and seeing the need of larger capital to furnish a plant adequate to meet the requirements of a rapidly growing community, they organized in January 1894, the present company, consolidating with the book bindery plant of M. C. Neuner. The institution has rapidly grown and now has one of the most complete plants for publishing and printing on the Pacific Coast. The great success of this institution is largely due to its President, Mr. Cyrus M. Davis, whose tireless energy, strict sense of business honor and quick perception has gained the full confidence of the business community. Much has been done by this company to further the fame of Southern California, and their art publications and illustrated books are widely circulated throughout the East. The officers of the Company are President Cyrus M. Davis, Vice-President John A. Kingsley, Treasurer L. H. Carpenter, Secretary Geo. M. Stone.



Cyrus M. Davis.

LOS ANGELES RAILWAY CO.

In 1883, when Los Angeles began to grow into the handsome city it is at the close of the century, its street railroad system was a very imperfect one. It consisted of three lines of horse cars of a primitive order, one running to Agricultural Park, one to Boyle Heights and one to East Los Angeles.

But with the growth of population and business, a development in transportation methods became inevitable, and in 1887 a syndicate of Chicago capitalists undertook to furnish the city with rapid transit facilities. These people built three lines of cable cars at an enormous expense, reaching the south part of the city, Boyle Heights and East Los Angeles. Three immense power plants were put in and the system proved a great step forward.

About this time the running of street cars by electric power began to attract attention, and Los Angeles started the second if not the first in the United States. But the system was in in its infancy and imperfect.

By the end of two years experiments in "trolley" lines, principally in Baltimore and Boston, brought the system to such perfection that it became evident that cable cars must go. Los Angeles was among the first cities to make the change.

In 1889, M. H. Sherman and E. P. Clark obtained a franchise for an electric railroad, and at a cost of perhaps $3,000,000, the system was put in. The lines practically paralleled the cable system and there was not business enough for the two. By a series of financial operations the two became one, and the cable cars were discontinued.

Up to 1895 there were two parallel systems in the city. March 24, 1895, the Los Angeles Consolidated Railway Co. took possession of the double system. In July of that year the title formally passed to them, and in April, 1896, the electric system was in full operation. In this were 12 lines with an aggregate of 74 miles of road.

About the end of 1898, a syndicate was formed in San Francisco to purchase the street car lines of Los Angeles, which had grown to a city of 120,000 people. This syndicate was headed by H. E. Huntington, and embraced with him, I. W. Hellman, Christian de Guigne, and Antoine Borel.

The company organized with Mr. Huntington as president, Mr. de Guigne as Vice-President and I. W. Hellman as Treasurer. The Secretary of the company is J. T. Burke, and the principal office is in San Francisco. For some time before the last transfer, F. W. Wood was general manager, and he remained for some time afterward, until failing health caused him to relinquish his place, and Charles W. Smith, a life long railroad man, who has occupied positions of great responsibility in the Southern Pacific Company, and afterward was vice-president of the Santa Fé system, replaced Mr. Wood.

In the year and a half that this syndicate has had possession of the property, over $1,000,000 have been spent in betterments, principally in renewing the whole line, and with the roadbed practically remade the system is now one of the most perfect in the United States. The rolling stock is all of the best make, with all the latest appliances for safety to passengers and for dispatch in operating. The city is perfectly provided with an expeditious service in rapid transit that would do credit to any city in the country.

On the 1st of January, 1899, the same syndicate acquired control of the property of the Los Angeles & Pasadena Electric Railway Co., which company operates the road or line in Los Angeles known as the Pacific Electric Railway, the latter also being controlled by the San Francisco syndicate.

The Los Angeles Railway Company at this time employs almost 600 people in different capacities, and is one of the very first industries of the city from whatever point of view it is contemplated. The present mileage of the company is 94 miles, and of the Pacific Electric Co., 39 miles.

GEORGE STECKEL, PHOTOGRAPHER.

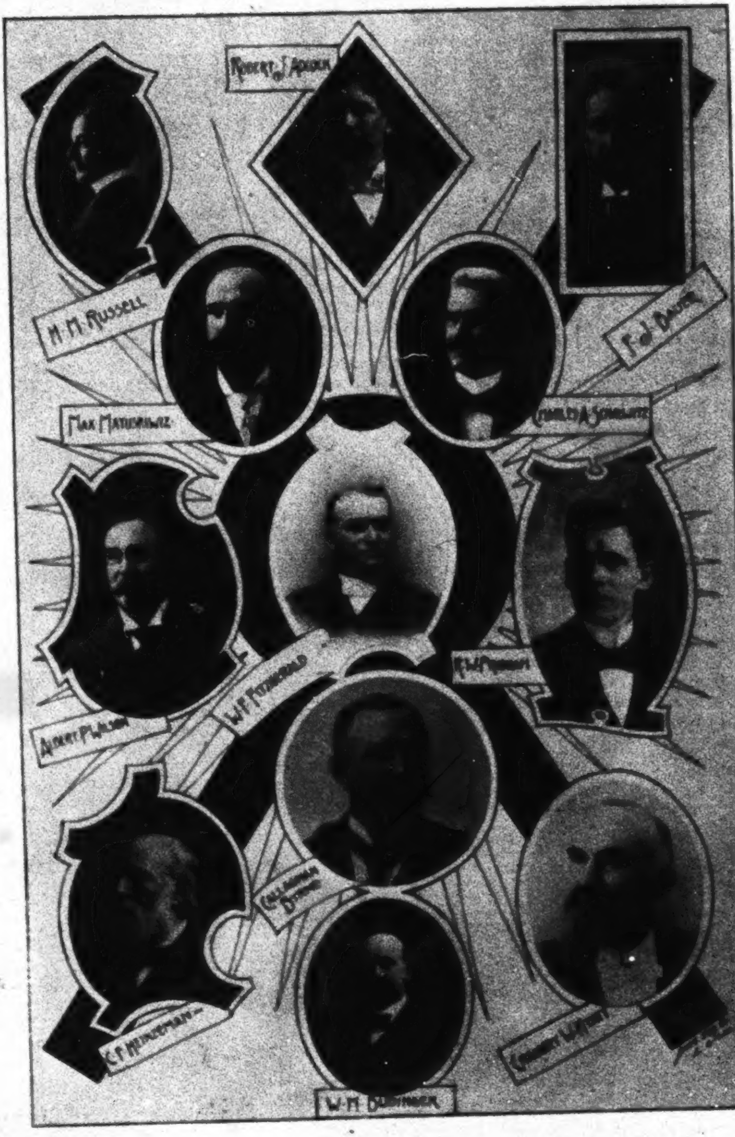
The photographic work of George Steckel is one of the art features of Los Angeles. His reputation is not a mere local affair, but extends all over the continent, and it ranks high among those who are most critical, namely the photographers themselves.

There are many hundred photographers on the coast, many of them of exceptional merit for artistic work, but to Mr. Steckel belongs the unique distinction of having received during the past nine years more medals of a national and international character than have been won by any other artist in that line of work.

Mr. Steckel has altogether sixteen medals, which he has received from a great variety of sources, many of them gold medals of value and of great significance. During the World's Fair a convention of photographers from all over the world was held in Chicago, and a large exhibit was made. Two medals of the highest class were awarded to Mr. Steckel for his work. Two years later Mr. Steckel made a special display of sepia carbons at the meeting of the Photographers Association of America which was held in Chautauqua, but as he was an officer of the association these were not offered in competition. The excellence of the work, however, so impressed the judges that they took the unusual course of granting a special gold medal to Mr. Steckel. The next year Mr. Steckel made a similar display and took another medal. His latest medal was received from the Omaha Trans-Mississippi Exposition.

The characteristic feature of Mr. Steckel's work is the infusion of life and animation into the subject of the photograph. His portraits are never dull and lifeless, although they are natural in their perfect repose.

Mr. Steckel's studio is at 220½ S. Spring street.


Robert J. Adcock
H. M. Russell
F. J. Bauer
Max Matuschewitz
Charles A. Schoelwitz
Albert P. Wilson
W. F. Fitzgerald
F. W. Pr[illegible]
Col. [illegible] Dunn
C. F. Heinzeman
Edmund W. [illegible]
W. H. Bullinger

H. M. RUSSELL: Born at Jamestown, New York; came to California in 1875; one of the charter members of the Chamber; interested in mining enterprises.

ROBERT J. ADCOCK: Born in Illinois in 1857; graduate of Knox College; came to California in 1887; attorney and counselor; firm of Adcock & Reymert, 115 W. First street.

F. J. BAUER: A native of New Jersey; came to California in 1887; proprietor of the Chicago Wall Paper Co., 433 S. Broadway; proprietor of Highland Villa, 103 N. Hill street.

CHAS. A. SCHALWITZ: Born at St. Louis in 1859; came to California in 1888.

MAX MATUSKIWIZ: Born at Vienna, Austria, in 1860; came to California in 1895. These two constitute chief owners of the printing business at 129 Temple street known as the FRANKLIN PRINTING Co., which was founded without capital, and has grown to its present proportions and cleared itself of debt in ten years.

ALBERT P. WILSON: Native of Pennsylvania; came to this State from Kentucky in 1896; jeweler and optician at 256 S. Broadway; residence 1038 W. Seventh street.

W. F. FITZGERALD; Native of Mississippi; came to California in 1885 from Arizona and where he had served on the Supreme bench of that Territory; was Attorney-General of California 1894–98; now Judge of the Superior Court of Los Angeles.

R. W. PRIDHAM: A native of Canada; came to California in 1881; manufacturer of paper boxes and of blank books at 112 N. Los Angeles street; vice-president of Fiesta several years.

C. F. HEINZEMAN: Born in Nassau, Germany, in 1841; came to California in 1868; druggist and chemist; graduate of College of Pharmacy, Nassau; pioneer druggist of Los Angeles; 222 N. Main street.

CALLAGHAN BYRNE: Born in New Orleans; came to Southern California in 1892; active in Fiesta and other public work; member of Jonathan Club.

W. M. BUDINGER: Native of Pennsylvania 1861; came to California from Williamsport in 1886; liveryman at 320 S. Main street; rubber-tired vehicles of all descriptions.

CHAUNCEY W. HYATT: Born at Carmel, N. Y. in 1838; came to California from Fremont, Nebraska, in 1894; newspaper man by profession; at present in real estate business at 3201 Vermont avenue; Past Commander Stanton Post, G. A. R., of Los Angeles.

J. P. FLINT: Born in New York in 1861; came to California from Montana in 1894; engaged in mining and transportation business; office 346 Wilcox block; residence 1817 S. Flower street.

M. D. Painter.

LA PINTORESCA HOTEL.

La Pintoresca (the Picturesque), is so named because of the unique beauty of the building and its surroundings. It is located midway between Pasadena and the Sierra Madre range, 1,000 feet above sea level. It was built in 1887, but was considerably enlarged and reconstructed in 1897, and now has over one hundred sleeping rooms. The latter are mostly en-suite, with private baths.

It is owned by M. D. Painter, and managed by M. C. Wentworth.

BRADLEY FERTILIZER COMPANY.

This company's works are located at Nadeau Park near Los Angeles. They are the largest and most complete fertilizer works west of the Mississippi. Complete fertilizers for all crops formulated on scientific and practical principles. Fertilizers for citrus trees a specialty. Office, 426-427 Bradbury building. Home office, Boston, Mass.

MAUSARD-COLLIER CO.

This is one of the largest engraving establishments in the Southwest. It does all forms of half-tone engraving zinc etching, and the photo-chrome process. Its aim is to please its customers and to do all work in strictly up to-date style and at reasonable prices. Estimates promtly furnished on receipt of specifications as to size, etc. The factory is located at 115½ North Main street, Los Angeles.

ACKNOWLEDGEMENT. The publisher is under obligations to the Marceau Gallery and the Schumacher Gallery for many courtesies in the way of photographs of members of the Chamber.